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ABSTRACT

The results of the most recent survey (summer and fall of 1988) by the National Association of Student Financial Aid Administrators to investigate national patterns of salaries and staffing in financial aid offices are presented. Information is on 2,481 financial aid offices is organized into the following categories: characteristics of responding undergraduate institutions; characteristics of salaries of heads of office at undergraduate institutions; characteristics and salaries of staff at undergraduate institutions; staffing patterns at undergraduate institutions; and staffing and salary patterns at graduate/professional institutions. Some of the significant findings are: the financial aid profession is predominantly female; heads of office generally report high levels of education; male heads of office have a significantly higher median salary than their female counterparts; individuals with the title Associate Director are located primarily at four-year institutions; and the staff position of counselor/advisor/officer is found at all types of institutions and comprises 16.4% of the full-time financial aid office staff. Four appendices are: supplementary tables; survey methodology; survey instrument; and financial aid position titles. (SM)

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Salary and Staffing Patterns in Financial Aid Offices 1987-88

by Karl Knapp

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Salary and Staffing Patterns in Financial Aid Offices 1987-88

by Karl Knapp

with contributions from

Timothy A. Christensen

Janet C. Hunter

September 1989

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N·A·S·F·A·A

September 25, 1989

Dear Colleague:

On behalf of the NASFAA Research Committee, we are pleased to present this report on salary and staffing patterns in the financial aid offices of NASFAA member institutions. NASFAA's ongoing research into the characteristics of financial aid administrators is intended to provide members with national norms for the profession, analyzed by institutional size, type and control, and selected personal characteristics.

Past studies of the profession have reported information primarily on directors of financial aid. The objective of the current study was to expand upon previously available data by capturing title and salary information on all financial aid office staff. The following pages present an analysis of the most frequently occurring position titles in financial aid offices, and Appendix D provides a condensed listing of the array of titles represented in the profession. This new information provides a starting point for future studies of characteristics and attitudes of financial aid professionals at all levels within their institutions.

As the profession has grown in importance over the years, so has the Association's role in monitoring its status. The expansion of the research staff in 1987 and acquisition of the computer hardware and software necessary for in-house survey research projects have made it possible for NASFAA staff to undertake studies of this scope for the first time. We hope you find the results useful, and as always, we welcome your comments and suggestions for future studies.

We thank Karl Knapp, author of this report, for his analysis and contributions to the survey project while he served as NASFAA's Assistant for Research and Policy Analysis. Tim Christensen, NASFAA Associate Director for Research and Marketing, coordinated the project and prepared the final text and tables. Members of the 1987-88 and 1988-89 Research Committees provided suggestions and critical review throughout the project. Janet C. Hunter, Research Committee Chair since 1987-88, oversaw the project on behalf of the committee. Richard Lasko drafted the survey instrument and Donald Hills reviewed the survey methodology and draft report. Laura Greene, Research Associate at the Pennsylvania Higher Education Assistance Agency, provided consultation on the regression analysis used in Chapter II. Several additional NASFAA staff members contributed to the project: Lisa Brown entered the survey data, Patricia Cox formatted the tables, Mindy Kaplan coordinated the production process, and Madeleine McLean provided editorial suggestions.

Finally, we thank NASFAA members for their continuing support of studies of the profession. The response rate for this study, nearly 76 percent, is gratifying to any survey researcher.

Sincerely,

Dallas

Dallas Martin
President

NATIONAL ASSOCIATION OF STUDENT FINANCIAL AID ADMINISTRATORS
1920 L STREET N.W. SUITE 200 WASHINGTON, D.C. 20036 202-785-0453

Executive Summary

The National Association of Student Financial Aid Administrators (NASFAA) periodically surveys its members to investigate national patterns of salaries and staffing in financial aid offices. This report presents the results of the most recent NASFAA survey, conducted in the summer and fall of 1988.

The report provides information on the staffs of 2,481 financial aid offices for the 1987-88 academic year. The survey is the most extensive ever conducted of financial aid office staffs, and provides information on selected personal characteristics and salaries of 12,336 individual financial aid staff.

The 1988 survey updates the results of previous NASFAA surveys of individuals who manage financial aid offices, and provides new data on an array of other financial aid staff positions. Information is presented in detail on individuals holding the titles of Associate Director, Assistant Director, Counselor/Advisor/Officer, Secretary, and Clerk/Clerical. Readers of the report should note that the data presented are unweighted and that all responding institutions are NASFAA members.

Significant findings of the survey include:

- The financial aid profession is predominately female. Women comprise 81 percent of the staff in financial aid offices; however, they comprise only 52.9 percent of the individuals who manage financial aid offices.

- The median salary for individuals who manage financial aid offices (referred to in this report as "Heads of Office") increased by 12.5 percent between 1985 and 1987, from $26,655 to $30,000 annually. When adjusted for inflation, the increase was 5.8 percent.

- Heads of Office at public universities (4-year institutions serving both undergraduate and graduate/professional students) that reported enrollments of 20,000 students or more had the highest median salaries at $50,000 annually.

- Heads of Office generally reported high levels of education, with approximately half (52.8 percent) holding degrees at the master's level or higher. They were also highly experienced, with a median of 9 years of experience in financial aid.

- Male Heads of Office had a significantly higher median salary than their female counterparts. The median salary for male Heads of Office was $34,000, compared to a median salary of $25,000 for female Heads of Office. The gap in median salary between male and female Heads of Office was not fully explained by differences between males and females in the variables most closely related to salary: years of financial aid experience, educational attainment, and size of the financial aid office staff. It is likely that the difference may be accounted for, at least in part, by variables not measured in this survey, such as the number of years at the current institution or the number of years of experience as a Head of Office.

- The gap between male and female median salaries also emerged for the professional staff positions of Associate Director, Assistant Director, and Counselor/Advisor/Officer, but no investigation was conducted of the relationship between salary and years of aid experience, educational attainment, and financial aid office staff size for these positions.

- Individuals who held the title Associate Director were located predominately at 4-year institutions. Associate Directors had the same median salary as Heads of Office ($30,000).

- Individuals who held the title Assistant Director were more prevalent than those with the title Associate Director (1,025 Assistant versus 351 Associate) and were located predominately at 4-year public or private institutions and 2-year public institutions. Their median salary was $23,000.

- The staff position of Counselor/Advisor/Officer was found at all types of institutions, and comprised 16.4 percent of the full-time financial aid office staff. The median salary for this position at undergraduate institutions was $18,629.

- Approximately one-half of the financial aid offices serving undergraduate students reported full-time equivalent staffs of fewer than four individuals.[1] Only at public universities with enrollments over 7,000 and private universities with enrollments over 4,000 was the median office size greater than 5.

- The number of responding offices serving only graduate/professional students was small at 91 (3.5 percent of the survey sample). Heads of Office at graduate/professional-only institutions were more likely to be female (77.6 percent) and white (92.9 percent) than Heads of Office at institutions serving undergraduates. In most other respects, characteristics of Heads of Office at graduate/professional institutions were similar to those of their counterparts at undergraduate institutions. The median salary for Heads of Office at graduate/professional institutions was $29,274.

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[1]FTE office staff includes professional and clerical staff, but not student assistants, graduate assistants, or temporary staff.

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Introduction

This report is part of NASFAA's ongoing study of the financial aid profession and the characteristics of its members. The current survey was conducted in the summer and fall of 1988 and provides information on the staffs of financial aid offices for the academic year 1987-88. The survey was sent to 3,268 institutional NASFAA members in July 1988. A follow-up mailing was distributed in September. NASFAA received 2,481 usable surveys from offices serving undergraduate and graduate students, for a response rate of 75.9 percent.

While only one copy of the survey was sent to each NASFAA institutional member, the survey asked the individual who completed the form to provide information on all staff in his or her office. As a result, information was submitted on 12,336 individual financial aid office staff members, both professional and clerical. The current survey method differs from that of previous studies to which comparisons will be made. The 1981 Survey of the Profession was mailed to all NASFAA voting representatives in the institutional membership category and all affiliate members. These individuals chose from a listing the title that most closely described their position. The 1983 and 1985 studies completed in collaboration with the College Scholarship Service of The College Board reported on individuals who managed the undergraduate financial aid program and classified all of them as "Directors of Financial Aid."

This report presents information on individuals who were identified as the head of an aid office, regardless of title. Individuals with the specific title "Director" and individuals with a variety of other position titles are included in this classification. One head of office was identified for each survey on the basis of the individual's title, salary, order of presentation on the survey instrument, or a combination of all three. Comparisons to previous data are made where they are believed to be valid. It should be noted that where comparisons are made to previous studies, it is assumed that the pool of respondents is similar.

The 1983 and 1985 surveys reported only on heads of offices at institutions that served undergraduate students. For purposes of comparability, this distinction was maintained. However, institutions that serve only graduate and professional students represent a distinct sector of the NASFAA membership, and, therefore, a report on staffing and salary patterns at graduate and professional institutions is presented in Chapter V.

This report provides summary statistics on characteristics of members of the financial aid profession. Where statistical differences are referred to as significant, the .05 level of significance was used, meaning that the possibility is less than one in twenty that the difference would occur by chance. Where trends exist, they are noted and explained within the parameters of the available data. Median values were calculated for a number of variables throughout the report. Medians were omitted in most cases involving fewer than 30 observations, particularly for variables describing personal characteristics. Where the term "Missing Observations" appears, it denotes the number of cases that had no information listed for one of the variables in the table. Table columns may not sum to totals due to rounding.

The survey was distributed to NASFAA member institutions. Table i-1 compares the responding institutions to the NASFAA membership.

Table i-1

Survey Sample Compared to
NASFAA Membership as of June 14, 1989

	Percentage of Survey Sample	Percentage of NASFAA Membership
Public 4-Year	14.1	13.6
Private 4-Year	33.4	29.3
Public 2-Year	19.4	20.8
Private 2-Year	3.8	5.0
Vocational/Technical	8.1	6.0
Proprietary	11.4	16.5
Graduate/Professional	3.5	5.8
Other	6.2	3.1
Total	**100.0%**	**100.0%**

The NASFAA membership includes over 3,000 institutions, making NASFAA the largest postsecondary education association with institutional membership in the country. There are, however, more than 7,600 institutions nationwide that administer at least a Stafford/SLS/PLUS loan program. The sample is therefore not entirely reflective of financial aid offices nationwide.

Readers should use this report to examine the status of the financial aid profession at these institutions, and may wish to compare their own situation for the corresponding time period to the norms for similar institutions in the sample. It should not be assumed, however, that these norms represent an ideal.

I
Characteristics of Responding Undergraduate Institutions

A total of 2,390 offices serving undergraduate students provided usable responses to the survey. As with previous studies, the sample of undergraduate offices responding to the survey was composed of similar proportions of public and private institutions. The sample of undergraduate offices included 1,083 public institutions (45.4 percent) and 1,023 private institutions (42.9 percent). There was a larger proportion of proprietary institutions in the current sample than in past studies. The current undergraduate sample included 280 proprietary institutions (11.7 percent), compared to percentages of 5.6 and 9.4 in the two previous samples. The increased representation of proprietary institutions is likely due to the increased proportion of proprietary institutions in the NASFAA membership.

Responding offices represented a variety of institutional types. Offices at universities (four-year institutions serving both undergraduate and graduate students) comprised 31 percent of the sample. Four-year colleges serving only undergraduates comprised 19.4 percent of the sample; two-year colleges, 26.3 percent; vocational/technical institutions, 15.7 percent; and hospital schools of nursing, 2.6 percent.[2] The remaining 5 percent of the institutions were unclassified on the survey instrument or classified as "Other," sometimes because the institution provided both two-year and four-year programs of study.

Diversity in terms of enrollment was not as great. Nearly 60 percent of the institutions in the sample reported an unduplicated undergraduate headcount of less than 2,000. Only 5.7 percent of the institutions reported headcounts exceeding 15,000. Table I-1 presents the distribution of the undergraduate sample by type, control, and undergraduate headcount. For additional data on responding institutions, see Appendix A, Tables 1-2.

Table I-1

Responding Institutions Serving Undergraduates
by Type, Control, and Undergraduate Headcount[3]

	Number	Percentage
Public Universities; Under 7,000	143	6.0
Public Universities; 7,000 - 19,999	125	5.2
Public Universities; 20,000+	40	1.7
Public 4-Year; All Sizes	42	1.8
Public 2-Year; Under 4,000	243	10.2
Public 2-Year; 4,000+	237	9.9
Public Vocational/Technical	182	7.6
Private Universities; Under 4,000	352	14.7
Private Universities; 4,000+	64	2.7
Private 4-Year; Under 1,000	229	9.6
Private 4-Year; 1,000 - 1,999	143	6.0
Private 4-Year; 2,000+	39	1.6
Private 2-Year; All Sizes	94	3.9
Private Vocational/Technical	18	0.8
Proprietary; All Sizes	280	11.7
Other	153	6.4
Unknown	6	0.3
Total	**2,390**	**100.0%**

[2]Due to the limited number of cases, hospital schools of nursing are included in the "Other" category for purposes of analysis.

[3]Because type, control, and/or enrollment data for some institutions in the "Other" and "Unknown" categories are unavailable, the totals in Table I-1 do not match the proportions cited in the preceding text.

II
Characteristics and Salaries of Heads of Office at Undergraduate Institutions

The 1983 and 1985 salary and staffing studies provided information solely on individuals who managed undergraduate financial aid offices. The current study updates the information in those reports and the 1981 survey data on individuals who classified themselves as "Directors of Financial Aid." For each institution, one individual was identified as manager of the financial aid program on the basis of his or her title, salary, order of presentation on the survey instrument, or a combination of all three. The individuals reported on in this chapter were considered to be devoting full time to managing a financial aid office. Individuals were excluded whose titles implied responsibilities other than financial aid, who indicated they were working less than 70 percent of full time, or who reported salaries less than the federal minimum wage (under the assumption that they worked less than full time). This procedure excluded 67 individuals from the analysis.

Titles

Past studies referred to individuals who managed an aid office as "Director of Financial Aid." This survey found that such individuals were not always titled "Director"; titles for such individuals varied from "Vice-President" to "Secretary." For purposes of this report, these individuals will be referred to as "Heads of Office." Table II-1 provides the composition of Heads of Offices by title as reported on the survey instrument.

Table II-1

Heads of Office's Titles

Title	Number	Percent
Vice-President/Dean	43	1.9
Director	1,983	85.4
Associate Director	7	0.3
Assistant Director	7	0.3
Coordinator	63	2.7
Manager/Supervisor	14	0.6
Counselor/Advisor/Officer	145	6.2
Secretary	2	0.1
Other Professional	54	2.3
Other Clerical	3	0.1
Total	**2,321**	**100.0%**

Number of Missing Observations = 2

While the numbers of Heads of Office who reported certain titles are not large enough to calculate valid median salaries for comparison purposes, it should be noted that higher salaries do tend to be reported for Heads of Office who report the titles Vice-President/Dean, Director, and Associate Director.

Gender

Previous studies reported that the proportion of Heads of Office who were female increased over time, from 40 percent in 1981 to 49 percent in 1985. In the current sample, for the first time, the majority of Heads of Office are female. Male Heads of Office remain in the majority, however, at public 4-year and 2-year institutions.

Table II-2

Head of Office Gender by Institutional Type and Control

Gender	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
Male	68.6	43.3	54.8	31.5	46.1	29.6	36.0	47.1
Female	31.4	56.7	45.2	68.5	53.9	70.4	64.0	52.9
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	347	808	462	89	191	277	139	2313

Number of Missing Observations = 10

Ethnic Membership

While the gender composition of Heads of Office has changed considerably, the ethnic composition has not. Minorities have comprised approximately 12-13 percent of Heads of Office since 1981.[4] The current survey does, however, show a decrease in the percentage of Heads of Office who are black. That percentage was 8.1 in 1985, but dropped to 6.9 percent in the current sample. This decrease is statistically significant at only the .20 level, however, indicating that there is a one in five chance that the decrease in percentage of black Heads of Office was a random occurrence for this sample and was not due to an emerging trend in the profession. Blacks were represented in the highest proportions at 4-year and 2-year public institutions. Hispanic representation remained similar to past years, with Hispanics again represented at the highest levels at public 2-year and proprietary institutions. For additional data on ethnic membership of Heads of Office, see Appendix A, Tables 5, 12, and 15.

Table II-3

Head of Office Ethnic Membership by Institutional Type and Control

Ethnic Membership	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
White	83.8	92.4	81.1	95.5	90.6	88.1	85.3	87.9
Black	10.7	4.1	9.5	3.4	7.3	5.4	9.6	6.9
Hispanic	3.5	2.7	5.4	1.1	0.5	4.0	2.2	3.3
Asian/Pacific Islander	1.2	0.6	1.7	0.0	0.5	1.8	1.5	1.1
Native American	0.9	0.1	2.0	0.0	1.0	0.4	1.5	0.8
Other	0.0	0.0	0.2	0.0	0.0	0.4	0.0	0.1
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	345	803	461	89	191	277	136	2302

Number of Missing Observations = 21

[4]In the 1981 study, 13 percent of the respondents identified themselves as minorities. Most, but not all, were presumably heads of office.

Educational Attainment

The educational attainment of Heads of Office remains similar to what it was in 1985. Bachelor's degrees were held by one-third of Heads of Office. Higher degrees were held by slightly more than one-half, with 45.4 percent holding master's degrees and 7.4 percent holding doctoral or professional degrees. Differences emerged in educational attainment across types of institutions. Public 4-year institutions have the largest percentage of Heads of Office holding advanced degrees (77.3 percent). Proprietary schools have the lowest percentage of Heads of Office holding advanced degrees (17.2 percent), and the largest percentage with an associate degree or less (40.1 percent). For additional data on educational attainment of Heads of Office, see Appendix A, Tables 10-12.

Table II-4

Head of Office Highest Degree Earned by Institutional Type and Control

Highest Degree	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
Doctorate	8.9	3.1	8.5	3.4	1.6	2.2	5.0	4.9
Professional	1.4	1.7	4.8	2.2	4.2	2.2	0.7	2.5
Master's	67.0	45.6	49.1	31.5	47.9	12.8	48.6	45.4
Bachelor's	21.0	40.3	28.0	38.2	31.1	42.7	30.0	33.8
Associate	0.3	3.5	7.0	15.7	7.4	8.8	6.4	5.3
Certificate Beyond HS	1.1	3.0	1.1	3.4	3.2	20.4	7.1	4.7
High School or Less	0.3	2.7	1.5	5.6	4.7	10.9	2.1	3.3
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	348	803	460	89	190	274	140	2304

Number of Missing Observations = 19

Years of Financial Aid Experience

The 1987 survey revealed a reduction in the median number of years of aid experience for Heads of Office, reversing the trend of increases in this median since 1981. The median years of aid experience rose from 6.9 years in 1981 to 10.3 years in 1985, but decreased to 9 years in 1987. The percentage of Heads of Office who reported one year of experience or less increased from 4.5 percent in 1985 to 6.8 percent in 1987, suggesting that turnover in the profession may be bringing fewer highly experienced individuals into the position of Head of Office. The trend may be related to the increase in female Heads of Office. While the median years of experience for males remained at 11, the median for females fell to 7 from 7.8 in 1985 (Table II-13). In addition, 8.4 percent of the female Heads of Office reported one year or less of experience, compared to 5.1 percent of the males. For additional data on years of financial aid experience of Heads of Office, see Appendix A, Tables 13-15.

Table II-5

Head of Office Years of Financial Aid Experience by Institutional Type and Control

Years of Experience	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
0	0.9	0.9	2.0	1.1	1.6	2.5	2.9	1.5
1	1.7	5.2	4.3	5.6	10.9	6.2	7.9	5.3
2	1.7	6.3	2.6	15.7	8.9	12.0	6.4	6.1
3	2.0	6.1	3.7	14.6	7.3	13.8	6.4	6.4
4-5	2.6	11.8	10.2	12.4	12.5	16.4	14.3	10.9
6-7	5.5	10.3	11.5	9.0	13.0	15.3	12.9	10.7
8-10	12.4	18.9	16.5	11.2	16.1	17.1	15.7	16.5
11-15	33.2	21.0	29.7	22.5	21.9	9.5	18.6	23.2
16+	39.9	19.6	19.5	7.9	7.8	7.3	15.0	19.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	346	806	461	89	192	275	140	2309
Median	15	9	10	6	7	5	7	9

Number of Missing Observations = 14

Salaries

The median annual salary for Heads of Office in 1987-88 was $30,000. Twenty-five percent of Heads of Office earned less than $22,500 and 75 percent earned less than $37,000. Between 1985 and 1987, the median salary for Heads of Office increased by a greater percentage than for either of the other periods studied during the 1980's. The median salary for Heads of Office in this study represents an increase of 12.5 percent from 1985 to 1987. This compares to increases of 11.2 percent from 1983 to 1985 and 7.3 percent from 1981 to 1983. While only 10 percent of the Heads of Office in 1985 reported salaries of $40,000 or more, nearly 20 percent did so in 1987.

The increase in the median salary between 1985 and 1987 represented a real increase beyond the inflation rate. Inflation for the period as measured by the Consumer Price Index (CPI) was 6.4 percent. As a result, the median Head of Office salary increase of 12.5 percent constituted an inflation-adjusted increase of 5.8 percent, as shown in Table II-6. Median salary increases above inflation were consistent across institutional type and control. This consistency suggests that many Heads of Office are experiencing real salary growth despite fiscal constraints placed on many public institutions by reductions in state and local tax bases and on private institutions by reduced giving and lower investment return.

Despite strong increases in median salary from 1985 to 1987, growth during the decade was not great. While the median Head of Office salary increased by 34.2 percent during the six-year period from 1981 to 1987, the rate of growth was only 9.1 percent when adjusted for inflation, due in part to slowed growth in the 1981-83 period, when a reduction in national inflation was accompanied by an economic recession.

Table II-6

Head of Office Salary Distributions:
1981-1987

In Current Dollars

Values	1981	1983	1985	1987
First Quartile	$17,676	18,628	20,524	22,500
Median	$22,355	23,976	26,655	30,000
Third Quartile	$27,382	29,952	33,628	37,000

Percentage Change

First Quartile	N/A	5.4%	10.2%	9.6%
Median	N/A	7.3%	11.2%	12.5%
Third Quartile	N/A	9.4%	12.3%	10.0%

In Constant Dollars

Values	1981	1983	1985	1987
First Quartile	$21,752	21,194	21,839	22,500
Median	$27,510	27,279	28,364	30,000
Third Quartile	$33,695	34,078	35,784	37,000

Percentage Change

First Quartile	N/A	- 9.7%	3.0%	3.0%
Median	N/A	- 0.8%	4.0%	5.8%
Third Quartile	N/A	1.1%	5.0%	3.3%

Table II-7 presents current dollar median salaries for Heads of Office at various categories of institutions and increases in the medians during the period between the 1985 and 1987 surveys and over the past six years. As in the past, Heads of Office at large universities had the highest median salaries. Though somewhat inconsistent, salaries at public institutions generally tended to be higher than at private institutions, and higher at four-year than at two-year institutions. Median salary levels also tended to increase with larger institutional headcounts, number of aid recipients, dollars of aid awarded, and size of the financial aid office staff (Appendix A, Tables 6-9). For detailed data on salaries of Heads of Office by institutional type, control, and undergraduate headcount, see Appendix A, Table 3.

No consistent patterns emerged across type, control, and size in the growth rate of median salaries during the 1985-87 period. Most institutional categories saw a median salary growth rate exceeding 10 percent, with the exception of public universities with headcounts under 20,000 and private four-year colleges reporting headcounts less than 1,000 or greater than 2,000. All median salaries increased more than inflation during the 1981-87 period, with the one exception of the public vocational/technical category.

Table II-7

Head of Office Median Salary by Institutional Type, Control, and Undergraduate Headcount 1981, 1983, 1985, and 1987

					Percentage Change	
	1981	1983	1985	1987	1985 to 1987	1981 to 1987
Public Universities; Under 7,000	$24,590	26,857	30,962	34,000	9.8	38.2
Public Universities; 7,000 - 19,999	$28,164	32,598	37,097	40,750	9.8	44.7
Public Universities; 20,000+	$29,400*	39,091*	40,860*	50,000	22.4	70.1
Public 4-Year; Under 4,000	$22,058*	24,150*	25,704*	31,750*	23.5	43.9
Public 4-Year; 4,000+	**	**	**	**	--	--
Public 2-Year; Under 4,000	$22,385	23,071	26,213	29,500	12.5	31.8
Public 2-Year; 4,000+	$27,893	30,284	33,612	38,000	13.1	36.2
Public Vocational/Technical	$23,885	23,250	24,191	29,000	19.9	21.4
Private Universities; Under 4,000	$20,200	22,849	24,805	28,200	13.7	39.6
Private Universities; 4,000+	$28,269*	33,375*	38,393*	42,900	11.7	51.8
Private 4-Year; Under 1,000	$15,836	17,282	19,125	20,750	8.5	31.0
Private 4-Year; 1,000-1,999	$20,029	22,071	24,511	28,050	14.4	40.0
Private 4-Year; 2,000+	$22,250	24,250	29,320	31,000*	5.7	39.3
Private 2-Year; All Sizes	$16,647	16,333	18,000	21,500	19.4	29.2
Private Vocational/Technical	**	**	**	24,700*	--	--
Proprietary; All Sizes	$19,054	20,047	21,121	24,000	13.6	26.0

* Based on less than 45 observations.
** Less than 15 observations in category.

The level of a Head of Office's salary is also related to his or her educational attainment and years of financial aid experience. Specifically, increases in educational attainment and years of financial aid experience tend to correspond with higher salaries. Table II-8 presents the distribution of Head of Office salary levels by educational attainment. While median salaries are similar below the bachelor's degree level, the median increases somewhat for those with a bachelor's degree and jumps $7,521 at the master's level. The median increases only slightly for Heads of Office who hold a professional degree, but for those holding a doctoral degree it is $6,529 higher than for those holding a master's degree.

Table II-9 presents salary distributions and medians for Heads of Office with various levels of aid experience. Median salaries were consistently around $20,000 for Heads of Office with 2 years or less of aid experience, and increased slightly as years of experience increased from 3 to the 4-5 years category and to the 6-7 years category. At the level of 8-10 years of experience, the median salary level increased by $4,450 (17.4 percent). The median increased at the next two experience intervals as well. The relationship between these variables and salary is also related to institutional control and size, because the Heads of Office who report higher degrees and more experience also tend to be in greater concentrations at public institutions (Tables II-4 and II-5) and at larger institutions (Appendix A, Tables 10 and 13), where Heads of Office have higher median salaries.

Table II-8

Head of Office 1987-88 Salary by Highest Degree Earned

1987-88 Salary	Doctorate	Profes-sional	Master's	Bache-lor's	Associate	Certificate Beyond HS	High School or Less	All
Under $17,000	1.8	0.0	1.3	7.6	16.4	29.6	13.3	6.0
$17,000 - 18,999	0.0	3.5	1.6	7.0	13.9	15.7	16.0	5.2
$19,000 - 23,999	3.6	7.0	9.8	24.4	40.2	21.3	32.0	17.2
$24,000 - 29,999	3.6	24.6	18.8	25.6	21.3	23.1	17.3	20.8
$30,000 - 34,999	20.5	15.8	23.5	17.7	7.4	4.6	16.0	19.2
$35,000 - 39,999	11.6	12.3	17.2	8.6	0.8	4.6	1.3	11.9
$40,000+	58.9	36.8	27.8	9.1	0.0	0.9	4.0	19.7
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	112	57	1040	776	122	108	75	2290
Median	$40,000	34,000	33,471	25,950	21,100	20,000	21,000	30,000

Number of Missing Observations = 33

Table II-9

Head of Office 1987-88 Salary by Years of Financial Aid Experience

1987-88 Salary	0	1	2	3	4 - 5	6 - 7	8 - 10	11 - 15	16+	All
Under $17,000	32.4	23.0	22.0	14.4	8.4	4.1	2.1	0.9	0.7	6.0
$17,000 - 18,999	11.8	11.5	15.6	14.4	9.6	5.7	2.1	1.5	0.9	5.2
$19,000 - 23,999	23.5	31.1	30.5	30.1	27.6	30.5	14.3	7.5	5.2	17.2
$24,000 - 29,999	11.8	18.0	14.9	25.3	30.4	29.3	25.1	20.6	9.6	20.9
$30,000 - 34,999	5.9	10.7	11.3	8.9	14.8	14.6	26.7	25.7	18.8	19.1
$35,000 - 39,999	2.9	4.9	2.1	2.1	3.2	9.3	16.9	16.0	18.2	11.9
$40,000+	11.8	0.8	3.5	4.8	6.0	6.5	12.7	27.7	46.6	19.7
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	34	122	141	146	250	246	378	530	446	2293
	$19,050	21,000	20,500	22,100	24,393	25,550	30,000	33,000	38,838	30,000

Number of Missing Observations = 30

While differences in salary were not related to ethnic membership, a large difference in median salary did emerge by gender. Table II-10 shows that although women were for the first time in a majority in the Head of Office position, male Heads of Office had a median salary of $34,000 while females had a median of $25,000. The female median salary was 73.5 percent of the male median.

Table II-10

Head of Office 1987-88 Salary by Gender

1987-88 Salary	Male	Female	All
Under $17,000	2.0	9.7	6.1
$17,000 - 18,999	1.4	8.6	5.2
$19,000 - 23,999	8.8	24.6	17.2
$24,000 - 29,999	17.7	23.6	20.9
$30,000 - 34,999	21.3	17.1	19.1
$35,000 - 39,999	17.3	7.0	11.8
$40,000+	31.4	9.3	19.7
Column Total	100.0%	100.0%	100.0%
Number	1082	1214	2296
Median	$34,000	25,000	30,000

Number of Missing Observations = 27

This gender disparity in salary levels appears to be related to the characteristics of the institutions where Heads of Office worked, their educational attainment, and years of aid experience. Table II-2 shows that male Heads of Office are employed in their highest proportions at public four-year and two-year institutions and at private 4-year institutions, all of which tend to have higher median Head of Office salaries. Table II-11 shows that females are somewhat likely to be employed at smaller and males at larger institutions. Table II-12 shows that male Heads of Office tend to hold higher degrees than females. Over 70 percent of the male Heads of Office have at least a master's degree, the level at which the largest salary increase occurs, compared to only 37.3 percent of the females. Female Heads of Office also tend to report fewer years of aid experience than their male counterparts. As shown in Table II-13, the median years of experience for male Heads of Office was 11, compared to 7 for female Heads of Office.

Table II-11

Head of Office Undergraduate Headcount by Gender

Undergraduate Headcount	Male	Female	All
Under 500	14.2	24.7	19.8
500-999	12.2	22.0	17.4
1,000-1,999	21.0	21.8	21.4
2,000-3,999	18.5	13.5	15.9
4,000-6,999	14.4	7.1	10.6
7,000-9,999	6.1	3.7	4.8
10,000-14,999	6.0	3.1	4.5
15,000-19,999	3.4	2.2	2.8
20,000+	4.1	1.9	2.9
Column Total	100.0%	100.0%	100.0%
Number	1089	1222	2311

Number of Missing Observations = 12

Table II-12

Head of Office Highest Degree Earned by Gender

Highest Degree	Male	Female	All
Doctorate	8.5	1.8	5.0
Professional	3.6	1.6	2.5
Master's	58.1	33.9	45.3
Bachelor's	27.3	39.7	33.9
Associate	1.4	8.8	5.3
Certificate Beyond HS	0.6	8.4	4.7
High School or Less	0.6	5.8	3.3
Column Total	100.0%	100.0%	100.0%
Number	1088	1213	2301

Number of Missing Observations = 22

Table II-13

Head of Office Years of Financial Aid Experience by Gender

Years of Experience	Male	Female	All
0	1.2	1.8	1.5
1	3.9	6.6	5.3
2	5.2	7.0	6.1
3	4.0	8.4	6.4
4-5	8.0	13.4	10.9
6-7	8.4	12.9	10.7
8-10	15.4	17.5	16.5
11-15	25.1	21.3	23.1
16+	28.9	11.0	19.4
Column Total	100.0%	100.0%	100.0%
Number	1087	1220	2307
Median	11	7	9

Number of Missing Observations = 16

Regression analysis was used to determine whether differences in the levels of years of aid experience, educational attainment, and FTE office staff[5] accounted for the variance in salaries between males and females (see Appendix B

[5]FTE office staff includes professional and clerical staff, but not student assistants, graduate assistants, or temporary staff.

for the analysis procedure).[6] The analysis showed that these three variables do not fully account for the variance in male and female salaries, and that the way that these variables affect Head of Office salaries is different for males and females. This indicated that female Heads of Office are paid differently than males when they work in offices of similar size and report similar levels of experience and educational attainment. In order to determine whether these differences occurred at all types of institutions, the analysis was repeated on Heads of Office for four categories of institutions: 4-year public, 2-year public and public vocational/technical, private, and proprietary. The differences in the manner that males and females are paid according to the three variables was significant for each category of institution.

Further analysis calculated what the average, or mean, female Head of Office salary would be if females were paid in the same manner as males on the basis of educational attainment, years of experience, and number of FTE office staff. The mean salary was used rather than the median because it was more appropriate for the statistical procedure involved. Table II-14 presents the results of the adjustment of the female mean.

Table II-14

Male/Female Head of Office Salary Differential by Institutional Category

Institutional Category	Male Mean	Female Mean	Gap Between Male and Female Means	Adjusted Female Mean	Percentage of Gap Accounted For
4-Year Public	$40,501	$34,570	$5,931	$37,724	53.2
2-Year Public/Public Voc.	$36,878	$28,234	$8,644	$33,275	58.3
Private	$31,652	$25,131	$6,521	$27,878	42.1
Proprietary	$29,838	$23,784	$6,054	$27,238	57.1
All	$35,156	$26,600	$8,556	$30,333	43.6[7]

The table shows that, for three of the four institutional categories, more than half of the gap in salaries between male and female Heads of Office is accounted for by differences in the three variables (FTE office staff, years of experience, and educational attainment). The percentage of the gap accounted for by the differences in these variables was lowest for private institutions (42.1 percent) and highest for two-year public and public vocational/technical institutions (58.3 percent). The remaining gap may be accounted for by differences between males and females in levels of variables not available in the current study, such as number of years at the current institution, years of experience in the current position, prior positions held, or total years of work experience. Future research might attempt a similar analysis using a greater number of personal and institutional variables.

[6]Other variables, such as undergraduate headcount and number of FTE professional staff, were also strongly correlated with salary, but were simultaneously correlated with number of FTE office staff. To avoid multicollinearity, only three variables--years of aid experience, number of FTE office staff, and educational attainment--were considered in the analysis of the gender salary gap.

[7]The overall percentage of gap accounted for is calculated independently on the basis of the gender composition of the entire data set. It does not represent an arithmetic average of the individual institutional categories.

III
Characteristics and Salaries of Staff at Undergraduate Institutions

The survey instrument asked respondents to provide titles for all office staff members. Over 1,000 individual titles were reported, many of them variations on such broad designations as "Counselor" and "Clerk" (See Appendix D). From the reported titles, twelve staff categories were developed on the basis of title key words, and each staff member was assigned to one category. The representation of each staff category by type and control of institution is shown in Table III-1.

The most prevalent staff categories were Director, Counselor/Advisor/Officer, Secretary, Clerk/Clerical and Other Clerical. The categories of Associate and Assistant Director were surprisingly under-represented. The title Associate Director is used primarily at 4-year institutions and is not found at Vocational/Technical institutions. The presence of individuals whose title suggests that their only or primary duty is as a receptionist is rare, suggesting that most institutions have staff who perform these duties in addition to other functions within the office.

Table III-1

Staff Categories by Institutional Type and Control

Staff Category	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
Vice-President/Dean	0.1	0.3	1.0	0.0	0.9	0.3	0.8	0.4
Director	8.3	23.6	18.5	34.9	28.1	21.6	23.4	17.6
Associate Director	3.6	4.9	0.7	3.5	0.0	1.5	1.3	3.0
Assistant Director	9.6	12.7	5.3	9.2	2.2	5.3	3.9	8.9
Counselor/Advisor/Officer	16.7	13.5	11.7	17.5	13.2	33.8	19.0	16.5
Secretary	10.4	16.9	13.6	13.1	25.3	5.0	17.5	13.2
Receptionist	1.9	2.4	0.8	1.7	0.4	0.5	0.8	1.6
Clerk/Clerical	16.9	5.1	15.5	7.4	9.0	5.2	5.9	11.3
Coordinator	4.3	4.5	3.7	1.3	3.3	3.6	8.0	4.2
Manager/Supervisor	2.7	1.5	1.8	1.7	1.5	1.6	1.3	2.0
Other Professional	10.2	5.7	10.8	6.6	9.0	14.5	8.7	9.2
Other Clerical	15.4	8.8	16.6	3.1	7.0	7.0	9.5	12.1
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	4075	3334	1990	229	455	1093	389	11565

Number of Missing Observations = 4

This chapter examines the categories of Director, Associate Director, Assistant Director, Counselor/Advisor/Officer, Secretary, and Clerk/Clerical. Some summary statistics are provided on the other staff categories. The categories selected for examination are those whose members tend to have similar responsibilities and that contain sufficient observations to present valid results by subgroups. The categories of Coordinator and Manager/Supervisor would seem likely candidates for examination, but while they include individuals who have oversight for some part of the aid office, their full titles suggest that some have primarily program administration responsibility while others have primarily office administration responsibility. Only selected tables are included in this chapter; additional tables may be found in Appendix A, Tables 16-75.

Director

Because Directors comprise 85.4 percent of Heads of Office, their characteristics and salaries are similar. Not all individuals in the Director category are Heads of Office, however. The category includes both Directors of Financial Aid and individuals whose titles suggest that they have responsibility for a particular operation within the financial aid office (e.g., "Director of Student Employment"). Although the latter individuals may have less responsibility within their institutions than the Director of Financial Aid, all individuals with the title "Director" were analyzed as a group.

Directors were as likely to be female as male. Differences emerged, however, in the gender composition of Directors in various institutional categories. The majority of Directors were males at public 4-year, public 2-year, and vocational/technical institutions, while females were in the majority at all other categories of institutions. Directors had ethnic composition, educational attainment, and years of aid experience similar to Heads of Office. Educational attainment and experience were similar to those for Heads of Office across ethnic and gender lines. For data on Director educational attainment and experience by ethnic membership and gender, see Appendix A, Tables 22-25.

Table III-2

Director Gender by Institutional Type and Control

Gender	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
Male	67.7	43.6	60.2	33.8	54.3	30.6	45.6	49.5
Female	32.3	56.4	39.8	66.3	45.7	69.4	54.4	50.5
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	337	787	367	80	127	235	90	2023

Number of Missing Observations = 9

Table III-3

Director Ethnic Membership by Institutional Type and Control

Ethnic Membership	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
White	83.9	92.7	79.8	95.0	92.1	87.2	83.9	87.9
Black	10.7	4.1	10.1	3.8	6.3	5.5	11.5	6.9
Hispanic	3.3	2.4	7.4	1.3	0.8	4.7	3.4	3.6
Asian/Pacific Islander	1.2	0.6	0.8	0.0	0.8	1.7	0.0	0.8
Native American	0.9	0.1	1.9	0.0	0.0	0.4	1.1	0.6
Other	0.0	0.0	0.0	0.0	0.0	0.4	0.0	0.0
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	335	782	366	80	127	235	87	2012

Number of Missing Observations = 20

Table III-4

Director Highest Degree Earned by Institutional Type and Control

Highest Degree	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
Doctorate	8.3	2.9	8.2	3.8	2.4	2.6	5.5	4.9
Professional	1.5	1.5	5.2	2.5	3.2	2.1	1.1	2.4
Master's	67.8	46.0	53.7	32.5	54.8	14.6	49.5	47.6
Bachelor's	20.4	41.0	26.2	36.3	30.2	43.3	31.9	33.8
Associate	0.6	3.2	5.7	16.3	5.6	9.0	3.3	4.6
Certificate Beyond HS	1.2	2.3	1.1	2.5	1.6	18.0	7.7	3.9
High School or Less	0.3	2.9	0.0	6.3	2.4	10.3	1.1	2.8
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	338	780	367	80	126	233	91	2015

Number of Missing Observations = 17

Table III-5

Director Years of Financial Aid Experience by Institutional Type and Control

Years of Experience	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
0	0.9	0.8	0.5	0.0	0.8	3.4	0.0	1.0
1	1.8	5.0	2.5	6.3	12.5	5.1	8.8	4.7
2	1.5	6.1	2.7	13.8	10.2	12.0	7.7	6.0
3	2.1	6.2	3.8	13.8	7.8	12.4	4.4	6.1
4-5	2.7	11.6	9.8	12.5	8.6	16.2	13.2	10.2
6-7	5.7	10.4	12.0	8.8	12.5	15.4	9.9	10.5
8-10	12.2	19.7	18.0	12.5	14.8	17.9	15.4	17.2
11-15	33.3	20.9	30.5	23.8	24.2	9.8	23.1	23.8
16+	39.9	19.2	20.2	8.8	8.6	7.7	17.6	20.3
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	336	785	367	80	128	234	91	2021
Median	15	9	11	7	7	6	8	10

Number of Missing Observations = 11

The median annual salary for Directors in 1987-88 was $30,000. Twenty-five percent of Directors earned less than $23,500 and 75 percent earned less than $37,900. The gender gap in median salary was nearly the same for Directors as for Heads of Office. Female Directors had a median salary that was 75.1 percent of the median male salary, compared to 73.5 percent for Heads of Office. The highest median salaries by institutional categories were at public 4-year, public 2-year, and vocational institutions. Median salaries rose incrementally with institutional size, with the largest increase in median occurring when undergraduate headcount rose above 1,000. Patterns in salary by ethnic

membership, educational attainment, and years of aid experience were similar to those for Heads of Office (Appendix A, Tables 19-21).

Table III-6

Director 1987-88 Salary by Gender

1987-88 Salary	Male	Female	All
Under $17,000	2.4	8.7	5.6
$17,000 - 18,999	1.1	8.7	4.9
$19,000 - 23,999	7.2	22.6	15.0
$24,000 - 29,999	18.3	24.1	21.2
$30,000 - 34,999	21.9	18.1	20.0
$35,000 - 39,999	17.7	7.6	12.6
$40,000+	31.4	10.2	20.7
Column Total	100.0%	100.0%	100.0%
Number	995	1016	2011
Median	$34,000	25,550	30,000

Number of Missing Observations = 21

Table III-7

Director 1987-88 Salary by Institutional Type and Control

1987-88 Salary	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
Under $17,000	0.6	7.7	2.2	13.9	3.1	10.3	3.3	5.6
$17,000 - 18,999	0.3	5.8	2.5	15.2	1.6	12.8	1.1	5.0
$19,000 - 23,999	2.7	21.1	5.5	36.7	16.5	17.5	17.8	15.0
$24,000 - 29,999	11.0	23.7	18.6	16.5	27.6	27.8	25.6	21.2
$30,000 - 34,999	22.6	17.7	23.8	11.4	23.6	15.0	30.0	20.0
$35,000 - 39,999	21.1	10.1	16.1	1.3	11.8	7.7	13.3	12.7
$40,000+	41.7	14.0	31.4	5.1	15.7	9.0	8.9	20.7
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	336	781	366	79	127	234	90	2013
Median	$37,173	27,000	34,000	22,000	30,000	25,000	30,000	30,000

Number of Missing Observations = 19

Table III-8

Director 1987-88 Salary by Undergraduate Headcount

1987-88 Salary	Under 500	500-999	1,000-1,999	2,000-3,999	4,000-6,999	7,000-9,999	10,000-14,999	15,000-19,999	20,000+	All
Under $17,000	19.4	9.1	2.9	0.3	0.4	0.0	0.0	0.0	0.0	5.6
$17,000 - 18,999	8.4	13.3	2.9	2.8	0.4	1.0	0.0	0.0	1.4	5.0
$19,000 - 23,999	25.7	29.2	17.7	7.0	3.1	1.9	0.0	0.0	2.7	15.0
$24,000 - 29,999	23.9	23.8	30.2	21.5	14.7	11.4	7.2	5.2	5.5	21.2
$30,000 - 34,999	12.5	13.0	23.9	31.6	24.4	20.0	17.5	12.1	6.8	19.9
$35,000 - 39,999	5.7	6.5	10.2	18.4	21.3	20.0	23.7	10.3	15.1	12.7
$40,000+	4.5	5.1	12.2	18.4	35.6	45.7	51.5	72.4	68.5	20.7
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	335	353	451	316	225	105	97	58	73	2013
Median	$23,000	23,300	29,000	32,849	36,000	39,072	40,000	43,662	46,800	30,000

Number of Missing Observations = 19

Associate Director

Associate Directors were more often female than were Directors: 66 percent of all Associate Directors were female. Associate Directors were located almost exclusively at 4-year institutions, and were not found at all at vocational/technical institutions. The percentage of blacks at the Associate Director level was higher than at the Director level, but the percentage for other minorities was lower. Over 90 percent of Associate Directors held a bachelor's or higher degree, and over half held a masters, doctoral or professional degree. A higher percentage of male Associate Directors (68 percent) held a master's or other advanced degree than female Associate Directors (47.8 percent).

Table III-9

Associate Director Ethnic Membership by Institutional Type and Control

Ethnic Membership	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Proprie-tary	All Others	All
White	82.7	95.0	61.5	100.0	68.8	100.0	87.6
Black	12.9	4.4	38.5	0.0	31.3	0.0	10.3
Hispanic	2.2	0.6	0.0	0.0	0.0	0.0	1.2
Asian/Pacific Islander	2.2	0.0	0.0	0.0	0.0	0.0	0.9
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	139	159	13	8	16	5	340

Number of Missing Observations = 11

The median years of financial aid experience for Associate Directors was 9, only one less than that for Directors. The differential in median years of experience between genders was only 2 years, with males having 10 years and

females 8. Associate Directors at public 4-year institutions had more experience, with a median of 12, compared to a median of 7.5 at 4-year private institutions. Median years of experience were the same across ethnic categories (Appendix A, Tables 33-35).

Table III-10

Associate Director Gender by Institutional Type and Control

Gender	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Proprie-tary	Other	All
Male	42.9	27.0	38.5	25.0	31.3	20.0	34.0
Female	57.1	73.0	61.5	75.0	68.8	80.0	66.0
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	140	159	13	8	16	5	341

Number of Missing Observations = 10

Table III-11

Associate Director Highest Degree Earned by Gender

Highest Degree	Male	Female	All
Doctorate	3.4	2.7	2.9
Professional	3.4	1.8	2.4
Master's	61.2	43.3	49.4
Bachelor's	28.4	42.0	37.4
Associate	0.9	4.0	2.9
Certificate Beyond HS	1.7	2.2	2.1
High School or Less	0.9	4.0	2.9
Column Total	100.0%	100.0%	100.0%
Number	116	224	340

Number of Missing Observations = 11

The median annual salary for Associate Directors in 1987-88 was $30,000. Twenty-five percent of Associate Directors earned less than $24,600 and 75 percent earned less than $36,000. The gender gap in salaries was less pronounced for Associate Directors than for Directors. Nonetheless, the median female salary was only 84.8 percent of the male median. A large difference also existed between the median salary at 4-year public and 4-year private institutions. Median salaries increased with years of experience, with the largest change coming between 8-10 years and 11-15 years of experience. Salary differentials among ethnic categories were slight (Appendix A, Table 29). Possessing a master's degree, rather than a bachelor's, related to a higher salary, with a $3,550 difference between medians (Appendix A, Table 30). Again, there appears to be a considerable interrelationship between gender, years of experience, control of institution, educational attainment, and salary.

Table III-12

Associate Director 1987-88 Salary by Gender

1987-88 Salary	Male	Female	All
Under $19,000	3.5	8.5	6.8
$19,000 - 23,999	7.8	17.5	14.2
$24,000 - 29,999	23.3	31.4	28.6
$30,000 - 34,999	20.7	17.5	18.6
$35,000 - 39,999	23.3	17.9	19.8
$40,000+	21.6	7.2	12.1
Column Total	100.0%	100.0%	100.0%
Number	116	223	339
Median	$34,000	28,822	30,000

Number of Missing Observations = 12

Table III-13

Associate Director 1987-88 Salary by Institutional Type and Control

1987-88 Salary	Public 4-Year	Private 4-Year	Other	All
Under $19,000	0.0	7.6	25.6	6.6
$19,000 - 23,999	3.5	23.8	11.6	13.9
$24,000 - 29,999	21.8	35.6	27.9	29.2
$30,000 - 34,999	25.4	15.6	7.0	18.6
$35,000 - 39,999	30.3	11.9	11.6	19.4
$40,000+	19.0	5.6	16.3	12.5
Column Total	100.0%	100.0%	100.0%	100.0%
Number	142	160	43	345
Median	$34,568	26,030	25,900	30,000

Number of Missing Observations = 6

Table III-14

Associate Director 1987-88 Salary by Years of Financial Aid Experience

1987-88 Salary	Under 4	4 - 5	6 - 7	8 - 10	11 - 15	16+	All
Under $19,000	29.7	10.2	4.7	4.6	1.6	0.0	6.6
$19,000 - 23,999	27.0	20.4	32.6	10.3	1.6	3.8	13.9
$24,000 - 29,999	24.3	46.3	27.9	36.8	20.3	15.1	29.3
$30,000 - 34,999	8.1	14.8	25.6	21.8	23.4	13.2	18.6
$35,000 - 39,999	8.1	9.3	4.7	18.4	35.9	30.2	19.2
$40,000+	2.8	0.0	4.7	8.0	17.2	37.7	12.1
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	37	54	43	87	64	53	338
Median	$22,000	27,000	25,900	29,400	35,000	37,000	30,000

Number of Missing Observations = 13

Assistant Director

Three-quarters of the individuals holding the position of Assistant Director were female. The proportion of female Assistant Directors was higher than this at most categories of institutions, but was only 64.9 percent at 4-year public institutions. While minority representation was similar overall at the Assistant Director level to that at the Associate Director level, at the Assistant Director level two categories of institutions, public 2-year and proprietary, had higher minority representation relative to the other institutional categories.

While educational attainment was somewhat less for Assistant Directors than for Associate Directors, over 80 percent of Assistant Directors held a bachelor's degree or higher. Again, there was a gender differential in educational attainment, with one-half of the males holding a master's or higher degree, compared to slightly more than one-fourth of the females. While educational attainment for whites and Hispanics was similar with slightly more than 80 percent holding a bachelor's or higher degree, the percentage for blacks was significantly higher at 91.9.

While differentials in experience were slight across gender and ethnic categories, the difference was pronounced across institutional control. Assistant Directors at public 4-year institutions and public 2-year institutions had higher median years of experience than their colleagues at private 4-year and proprietary institutions (Table III-17 and Appendix A, Tables 42-43).

Table III-15

Assistant Director Gender by Institutional Type and Control

Gender	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Proprie-tary	Other	All
Male	35.1	19.0	15.5	23.8	25.0	20.0	25.0
Female	64.9	81.0	84.5	76.2	75.0	80.0	75.0
Column Total	100.0	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	382	415	103	21	56	15	1002

Number of Missing Observations = 23

Table III-16

Assistant Director Ethnic Membership by Institutional Type and Control

Ethnic Membership	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
White	82.3	85.5	71.8	100.0	90.0	70.2	78.6	82.2
Black	12.6	9.2	15.5	0.0	10.0	17.5	14.3	11.5
Hispanic	3.5	4.4	10.7	0.0	0.0	8.8	7.1	4.8
Asian/Pacific Islander	1.1	0.7	1.0	0.0	0.0	1.8	0.0	0.9
Native American	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.1
Other	0.3	0.2	1.0	0.0	0.0	1.8	0.0	0.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Column	373	413	103	21	10	57	14	991

Number of Missing Observations = 34

Table III-17

Assistant Director Years of Financial Aid Experience by Institutional Type and Control

Years of Experience	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
0	0.8	3.8	0.0	5.0	0.0	1.8	0.0	2.1
1	5.9	9.4	4.9	30.0	0.0	21.4	0.0	8.4
2	7.4	12.0	6.8	5.0	10.0	10.7	13.3	9.5
3	6.9	14.4	9.7	0.0	20.0	23.2	13.3	11.3
4-5	13.0	20.4	24.3	35.0	20.0	23.2	26.7	18.6
6-7	11.2	13.5	16.5	15.0	0.0	5.4	33.3	12.7
8-10	24.7	18.5	17.5	10.0	0.0	14.3	6.7	20.0
11-15	19.1	5.0	16.5	0.0	30.0	0.0	0.0	11.3
16+	10.9	2.9	3.9	0.0	20.0	0.0	6.7	6.0
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	376	416	103	20	10	56	15	996
Median	8	4	6	4	8	3	5	6

Number of Missing Observations = 29

Table III-18

Assistant Director Highest Degree Earned by Gender

Highest Degree	Male	Female	All
Doctorate	1.6	0.5	0.8
Professional	1.2	1.9	1.7
Master's	47.4	25.6	31.1
Bachelor's	46.2	51.0	49.8
Associate	2.4	9.0	7.4
Certificate Beyond HS	0.4	4.5	3.4
High School or Less	0.8	7.4	5.8
Column Total	100.0%	100.0%	100.0%
Number	249	741	990

Number of Missing Observations = 35

Table III-19

Assistant Director Highest Degree Earned by Ethnic Membership

Highest Degree	White	Black	His-panic	Asian/ Pacific	Native American	Other	All
Doctorate	0.7	0.9	2.1	0.0	0.0	0.0	0.8
Professional	2.0	0.0	0.0	11.1	0.0	0.0	1.7
Master's	31.7	30.6	29.2	33.3	0.0	25.0	31.4
Bachelor's	47.8	60.4	50.0	55.6	100.0	25.0	49.4
Associate	7.4	3.6	14.6	0.0	0.0	25.0	7.3
Certificate Beyond HS	3.5	2.7	4.2	0.0	0.0	25.0	3.5
High School or Less	6.8	1.8	0.0	0.0	0.0	0.0	5.8
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Column	807	111	48	9	1	4	980

Number of Missing Observations = 45

The median annual salary for Assistant Directors in 1987-88 was $23,000. Twenty-five percent of Assistant Directors earned less than $19,100 and 75 percent earned less than $27,000. The gap in median salaries between genders was smaller at the Assistant Director level than at the Associate Director level. Female Assistant Directors had a median salary that was 88 percent of the male median. The sector gap was also smaller, but still showed a tendency toward higher salaries at public institutions. Ethnic salary differentials were again slight.

Table III-20

Assistant Director 1987-88 Salary by Gender

1987-88 Salary	Male	Female	All
Under $17,000	5.2	14.2	11.9
$17,000 - 18,999	8.0	10.7	10.0
$19,000 - 23,999	26.3	33.0	31.3
$24,000 - 29,999	34.3	29.6	30.8
$30,000 - 34,999	12.4	8.2	9.2
$35,000 - 39,999	9.6	2.9	4.6
$40,000+	4.4	1.3	2.1
Column Total	100.0%	100.0%	100.0%
Number	251	746	997
Median	$25,000	22,000	23,000

Number of Missing Observations = 28

Table III-21

Assistant Director 1987-88 Salary by Institutional Type and Control

1987-88 Salary	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Proprie-tary	Other	All
Under $17,000	1.8	19.6	7.7	38.1	19.3	16.7	11.8
$17,000 - 18,999	5.4	13.8	4.8	23.8	17.5	12.5	10.1
$19,000 - 23,999	28.4	37.0	23.1	28.6	21.1	45.8	31.4
$24,000 - 29,999	35.6	23.9	46.2	9.5	36.8	16.7	30.9
$30,000 - 34,999	14.9	4.5	12.5	0.0	3.5	4.2	9.2
$35,000 - 39,999	9.5	0.7	4.8	0.0	1.8	0.0	4.5
$40,000+	4.4	0.5	1.0	0.0	0.0	4.2	2.1
Column Total	100.0%	100.0	100.0%	100.0%	100.0%	100.0%	100.0%
Number	388	419	104	21	57	24	1013
Median	$25,966	21,000	25,000	------	22,000	------	23,000

Number of Missing Observations = 12

Table III-22

Assistant Director 1987-88 Salary by Ethnic Membership

1987-88 Salary	White	Black	Hispanic	Other	All
Under $17,000	12.7	6.2	16.7	0.0	12.0
$17,000 - 18,999	10.5	6.2	6.3	14.3	9.8
$19,000 - 23,999	31.4	32.7	27.1	21.4	31.2
$24,000 - 29,999	30.9	33.6	27.1	35.7	31.1
$30,000 - 34,999	8.5	11.5	14.6	14.3	9.2
$35,000 - 39,999	4.3	4.4	4.2	14.3	4.5
$40,000+	1.6	5.3	4.2	0.0	2.1
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%
Number	811	113	48	14	986
Median	$23,000	24,900	23,800	------	23,000

Number of Missing Observations = 39

Counselor/Advisor/Officer

The category of Counselor/Advisor/Officer (referred to hereafter as Counselor) had significantly higher minority representation than the other professional-level categories; 27.8 percent of the Counselors were minorities. The higher levels of representation were most marked at public and proprietary institutions. The percentage of females was also higher than at the other professional-level categories, at 80.7 percent (Appendix A, Table 50). While a majority of

Counselors held at least a bachelor's degree, only 19.8 percent held an advanced degree. Possession of a higher degree was most prevalent at public and vocational/technical institutions. Counselors at these institutions also had higher median years of experience. Males were again more likely to hold higher degrees than females.

Table III-23

Counselor Ethnic Membership by Institutional Type and Control

Ethnic Membership	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
White	72.0	75.2	68.1	80.0	78.0	68.6	80.3	72.3
Black	18.1	14.4	18.5	17.5	13.6	20.3	8.5	17.2
Hispanic	5.9	8.5	8.2	2.5	3.4	8.3	7.0	7.2
Asian/Pacific Islander	2.6	1.4	3.9	0.0	1.7	1.9	2.8	2.3
Native American	1.1	0.0	0.9	0.0	3.4	0.3	1.4	0.7
Other	0.3	0.5	0.4	0.0	0.0	0.6	0.0	0.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	657	436	232	40	59	360	71	1855

Number of Missing Observations = 52

Table III-24

Counselor Highest Degree Earned by Institutional Type and Control

Highest Degree	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
Doctorate	1.4	0.5	2.6	0.0	1.7	2.2	0.0	1.4
Professional	1.2	1.6	1.3	0.0	5.1	0.8	5.4	1.5
Master's	24.9	12.0	21.6	7.5	25.4	3.6	21.6	16.9
Bachelor's	54.4	56.5	42.3	35.0	32.2	29.6	37.8	46.8
Associate	5.0	11.3	23.3	22.5	15.3	11.6	14.9	11.1
Certificate Beyond HS	4.1	6.9	3.5	27.5	8.5	22.1	10.8	9.1
High School or Less	9.2	11.3	5.3	7.5	11.9	30.1	9.5	13.3
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	666	434	227	40	59	362	74	1862

Number of Missing Observations = 45

Table III-25

Counselor Years of Financial Aid Experience by Institutional Type and Control

Years of Experience	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
0	4.4	8.4	6.1	5.0	5.0	11.0	10.8	7.1
1	13.4	24.5	14.3	47.5	16.7	33.9	14.9	20.8
2	12.8	17.7	10.9	15.0	8.3	17.9	16.2	14.7
3	9.9	12.7	7.8	12.5	10.0	14.0	10.8	11.1
4-5	17.9	15.6	17.4	7.5	23.3	14.0	8.1	16.2
6-7	11.1	8.8	10.9	10.0	10.0	4.2	8.1	9.1
8-10	13.1	7.7	14.3	2.5	11.7	3.9	10.8	9.9
11-15	11.2	2.9	13.0	0.0	10.0	1.2	14.9	7.5
16+	6.2	1.6	5.2	0.0	5.0	0.0	5.4	3.6
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	658	441	230	40	60	336	74	1839
Median	5	2	5	1	4	2	3	3

Number of Missing Observations = 68

Table III-26

Counselor Highest Degree Earned by Gender

Highest Degree	Male	Female	All
Doctorate	2.5	1.1	1.4
Professional	2.5	1.2	1.5
Master's	29.4	14.0	16.9
Bachelor's	48.7	46.1	46.6
Associate	8.4	11.7	11.1
Certificate Beyond HS	3.1	10.5	9.1
High School or Less	5.3	15.3	13.4
Column Total	100.0%	100.0%	100.0%
Column	357	1498	1855

Number of Missing Observations = 52

The median annual salary for Counselors in 1987-88 was $18,629. Twenty-five percent of Counselors earned less than $15,600 and 75 percent earned less than $22,500. Female Counselors had a median salary that was 88.4 percent of the male median, a percentage close to that for Assistant Directors. The differences in experience and education between sectors were related to higher median salaries for Counselors at public and vocational/technical institutions (Appendix A, Tables 44-45). Institutional size apparently had little relationship to salaries of Counselors, with median salary rising only $3,000 between the smallest and largest categories of undergraduate headcount (Appendix A, Table 46).

Only 12.4 percent of the Counselors were listed as clerical/classified staff, but they had a significantly lower median salary than the professional/unclassified Counselors. The size of an office where a Counselor worked had the usual relationship to salary, except at the 1- and 2-person office levels, where median salaries were almost as high as at the 30-or-more level. This is likely due to the fact that at these smaller office sizes, the Counselor is either the Head of Office or has significant responsibilities in program administration.

Table III-27

Counselor 1987-88 Salary by Gender

1987-88 Salary	Male	Female	All
Under $17,000	20.8	37.8	34.5
$17,000 - 18,999	17.2	18.0	17.8
$19,000 - 23,999	27.0	27.7	27.5
$24,000 - 29,999	19.7	11.7	13.3
$30,000 - 34,999	6.2	3.5	4.0
$35,000 - 39,999	3.4	0.9	1.4
$40,000+	5.6	0.4	1.4
Column Total	100.0%	100.0%	100.0%
Number	355	1486	1841
Median	$20,351	18,000	18,629

Number of Missing Observations = 66

Table III-28

Counselor 1987-88 Salary by Job Classification

1987-88 Salary	Professional/ Unclassified	Clerical/ Classified	All
Under $17,000	31.5	53.4	34.3
$17,000 - 18,999	17.9	17.2	17.8
$19,000 - 23,999	28.5	21.1	27.6
$24,000 - 29,999	14.5	6.0	13.5
$30,000 - 34,999	4.7	0.4	4.1
$35,000 - 39,999	1.5	0.9	1.4
$40,000+	1.5	0.9	1.4
Column Total	100.0%	100.0%	100.0%
Number	1633	232	1865
Median	$19,000	16,512	18,629

Number of Missing Observations = 42

Table III-29

Counselor 1987-88 Salary by FTE Office Staff

1987-88 Salary	1	2	3	4 - 6	7 - 9	10 - 14	15 - 19	20 - 29	30+	All
Under $17,000	20.8	36.1	54.7	46.9	37.6	32.4	36.4	26.0	7.9	34.3
$17,000 - 18,999	16.7	8.2	16.1	16.3	21.2	22.5	17.9	15.6	17.7	17.8
$19,000 - 23,999	35.4	24.7	16.1	22.9	26.9	24.8	26.6	30.9	44.8	27.6
$24,000 - 29,999	10.4	17.5	8.8	7.9	9.0	14.3	10.9	18.2	25.6	13.5
$30,000 - 34,999	12.5	8.2	1.5	2.7	0.8	4.1	6.5	5.9	3.9	4.1
$35,000 - 39,999	4.2	3.1	0.7	1.4	2.4	1.0	0.0	2.2	0.0	1.4
$40,000+	0.0	2.1	2.2	1.9	2.0	1.0	1.6	1.1	0.0	1.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	48	97	137	367	245	315	184	269	203	1865
Median	$20,000	20,000	16,500	17,000	18,000	18,300	18,250	19,500	21,000	18,629

Number of Missing Observations = 42

Secretary

Secretaries were predominately female (99.3 percent) (Appendix A, Table 60) and white (85.2 percent) (Table III-30). Minority Secretaries were more prevalent at public 4-year and proprietary institutions. Secretaries tended to have low levels of educational attainment, with 45.4 percent holding a high school diploma or less. While the median years of financial aid experience was 2.5 for this category, over 25 percent of the Secretaries had 6 or more years of experience in a financial aid office (Appendix A, Table 63).

Table III-30

Secretary Ethnic Membership by Institutional Type and Control

Ethnic Membership	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
White	78.6	89.6	84.9	86.7	94.7	73.6	83.3	85.2
Black	15.7	6.6	8.7	10.0	5.3	7.5	10.6	9.7
Hispanic	3.6	3.1	4.2	3.3	0.0	17.0	4.5	3.8
Asian/Pacific Islander	1.2	0.2	0.8	0.0	0.0	1.9	1.5	0.7
Native American	0.7	0.5	0.4	0.0	0.0	0.0	0.0	0.5
Other	0.2	0.0	1.1	0.0	0.0	0.0	0.0	0.3
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	415	549	265	30	114	53	66	1492

Number of Missing Observations = 36

Table III-31

Secretary Highest Degree Earned by Institutional Type and Control

Highest Degree	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
Doctorate	0.0	0.2	0.4	0.0	0.0	1.9	1.5	0.3
Professional	0.2	0.7	0.8	0.0	0.0	1.9	0.0	0.5
Master's	2.2	0.7	1.2	0.0	0.0	0.0	0.0	1.1
Bachelor's	12.6	14.4	5.1	0.0	5.2	13.0	5.9	10.8
Associate	10.4	12.2	39.7	35.7	21.7	14.8	23.5	18.2
Certificate Beyond HS	24.9	19.8	19.5	17.9	46.1	29.6	22.1	23.6
High School or Less	49.6	52.0	33.5	46.4	27.0	38.9	47.1	45.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	413	550	257	28	115	54	68	1485

Number of Missing Observations = 43

The median annual salary for Secretaries in 1987-88 was $13,890. Twenty-five percent of Secretaries earned less than $11,500 and 75 percent earned less than $16,000. Median salaries were highest at 4-year public institutions and lowest at 4-year private and proprietary institutions. While the vast majority of Secretaries were considered to be clerical/classified staff, the few who were listed as professional had a median salary $1,000 lower than clerical Secretaries.

Table III-32

Secretary 1987-88 Salary by Institutional Type and Control

1987-88 Salary	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
Under $13,000	29.9	51.5	31.6	85.7	36.8	51.9	25.8	40.3
$13,000 - 14,999	16.6	23.0	28.6	3.6	28.9	16.7	18.2	21.9
$15,000 - 16,999	21.6	14.0	14.7	7.1	21.1	18.5	28.8	17.5
$17,000 - 19,999	20.7	10.3	14.3	3.6	10.5	13.0	21.2	14.4
$20,000 - 22,999	7.1	0.9	8.3	0.0	2.6	0.0	3.0	4.1
$23,000+	4.1	0.2	2.6	0.0	0.0	0.0	3.0	1.8
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	421	551	266	28	114	54	66	1500
Median	$15,000	12,700	14,000	------	13,626	12,199	15,000	13,890

Number of Missing Observations = 28

Table III-33

Secretary 1987-88 Salary by Job Classification

1987-88 Salary	Professional/ Unclassified	Clerical/ Classified	All
Under $13,000	46.2	39.7	40.3
$13,000 - 14,999	21.7	21.9	21.9
$15,000 - 16,999	16.8	17.5	17.5
$17,000 - 19,999	11.9	14.7	14.4
$20,000 - 22,999	1.4	4.4	4.1
$23,000+	2.1	1.8	1.8
Column Total	100.0%	100.0%	100.0%
Number	143	1357	1500
Median	$13,000	14,000	13,890

Number of Missing Observations = 28

Clerk/Clerical

The category of Clerk/Clerical (referred to hereafter as Clerk) is another predominantly female category (95.2 percent). Minority participation in this category was higher than for any other in the sample. Over 30 percent of the Clerks were minorities, with Hispanic representation at a high of 11.9 percent. Half of the Clerks had no formal education beyond high school. The percentage of male Clerks with a high school diploma or less is considerably lower than that for females, and the percentage with a bachelor's degree is higher. Educational attainment levels were similar for whites and blacks, but there were higher percentages of Hispanic and Asian Clerks with formal education beyond high school.

Table III-34

Clerk Ethnic Membership by Institutional Type and Control

Ethnic Membership	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie- tary	Other	All
White	75.1	70.1	54.0	88.2	84.6	56.1	52.2	68.6
Black	14.5	20.4	19.2	5.9	10.3	15.8	17.4	16.2
Hispanic	8.2	7.6	20.5	0.0	5.1	24.6	21.7	11.9
Asian/Pacific Islander	1.3	1.3	3.3	5.9	0.0	0.0	4.3	1.8
Native American	0.4	0.0	1.7	0.0	0.0	1.8	4.3	0.8
Other	0.3	0.6	1.3	0.0	0.0	1.8	0.0	0.6
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	667	157	302	17	39	57	23	1262

Number of Missing Observations = 43

Table III-35

Clerk Highest Degree Earned by Gender

Highest Degree	Male	Female	All
Professional	1.7	0.5	0.6
Master's	0.0	0.6	0.6
Bachelor's	22.0	13.9	14.3
Associate	25.4	17.3	17.6
Certificate Beyond HS	10.2	16.3	16.0
High School or Less	40.7	51.4	50.9
Column Total	100.0%	100.0%	100.0%
Number	59	1182	1241

Number of Missing Observations = 64

Table III-36

Clerk Highest Degree Earned by Ethnic Membership

Highest Degree	White	Black	His-panic	Asian/ Pacific	Native American	Other	All
Professional	0.8	0.0	0.0	0.0	0.0	0.0	0.6
Master's	0.7	0.0	0.7	0.0	0.0	0.0	0.6
Bachelor's	15.9	10.8	6.8	30.4	0.0	12.5	14.2
Associate	15.2	13.3	35.6	17.4	20.0	50.0	17.7
Certificate Beyond HS	14.5	19.0	20.5	17.4	50.0	12.5	16.3
High School or Less	52.8	56.9	36.3	34.8	30.0	25.0	50.8
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	853	195	146	23	10	8	1235

Number of Missing Observations = 70

The median annual salary for Clerks in 1987-88 was $13,800. Twenty-five percent of Clerks earned less than $11,800 and 75 percent earned less than 16,000. The salary gap between male and female Clerks was slight. Sizable differences in salary across variables emerged only for institutional categories and undergraduate headcounts. The median proprietary institution's Clerk salary was nearly $1,000 lower than for all other categories, and the medians for institutions with 500-3,999 students were over $1,000 lower than for institutions of other sizes.

Table III-37

Clerk 1987-88 Salary by Gender

1987-88 Salary	Male	Female	All
Under $13,000	36.1	39.1	38.9
$13,000 - 14,999	24.6	25.6	25.6
$15,000 - 16,999	27.9	15.7	16.3
$17,000 - 19,999	6.6	12.8	12.5
$20,000 - 22,999	4.9	5.7	5.7
$23,000+	0.0	1.0	0.9
Column Total	100.0%	100.0%	100.0%
Number	61	1201	1262
Median	$14,082	13,700	13,800

Number of Missing Observations = 43

Table III-38

Clerk 1987-88 Salary by Institutional Type and Control

1987-88 Salary	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
Under $13,000	36.0	48.8	30.7	47.1	50.0	64.9	40.9	38.4
$13,000 - 14,999	26.9	23.5	27.1	17.6	22.5	22.8	13.6	25.8
$15,000 - 16,999	17.0	17.5	15.8	29.4	7.5	8.8	22.7	16.4
$17,000 - 19,999	12.6	10.2	16.2	5.9	12.5	3.5	22.7	12.8
$20,000 - 22,999	7.0	0.0	7.9	0.0	2.5	0.0	0.0	5.6
$23,000+	0.4	0.0	2.4	0.0	5.0	0.0	0.0	0.9
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	688	166	303	17	40	57	22	1293
Median	$14,000	13,000	14,000	13,000	12,900	12,000	14,000	13,800

Number of Missing Observations = 12

Table III-39

Clerk 1987-88 Salary by Undergraduate Headcount

1987-88 Salary	Under 500	500-999	1,000-1,999	2,000-3,999	4,000-6,999	7,000-9,999	10,000-14,999	15,000-19,999	20,000+	All
Under $13,000	46.2	59.5	61.5	58.2	30.1	40.8	33.0	42.8	25.9	38.4
$13,000 - 14,999	15.4	21.6	19.2	17.2	34.2	26.8	25.3	22.5	29.1	25.8
$15,000 - 16,999	11.5	5.4	15.4	14.9	14.5	16.9	21.1	20.2	14.7	16.4
$17,000 - 19,999	23.1	13.5	3.8	7.5	15.0	12.7	12.9	12.1	15.7	12.9
$20,000 - 22,999	3.8	0.0	0.0	1.5	5.2	2.1	6.2	2.3	13.1	5.7
$23,000+	0.0	0.0	0.0	0.7	1.0	0.7	1.5	0.0	1.6	0.9
Column Total	100.0%	100.0	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	26	37	78	134	193	142	194	173	313	1290
Median	$14,000	12,000	12,000	12,000	14,000	13,643	14,000	13,375	14,227	13,800

Number of Missing Observations = 15

Other Staff Categories

The following tables provide summary statistics on staff categories that were not chosen for detailed analysis.

Table III-40

Other Staff Categories:
1987-88 Salary and Years of Financial Aid Experience

	First Quartile	Median	Third Quartile	Median Years of Experience
Vice-President/Dean	$35,993	41,750	50,000	14
Coordinator	$16,600	20,000	24,000	5
Manager/Supervisor	$15,860	19,200	24,580	6
Receptionist	$11,000	13,000	15,700	1
Other Professional	$14,570	18,000	22,700	4
Other Clerical	$13,500	16,200	19,400	3

Table III-41

Other Staff Categories:
Highest Degree Earned by Staff Category

Highest Degree	Vice-President/ Dean	Receptionist	Coordinator	Manager/ Supervisor	Other Professional	Other Clerical
Doctorate	28.9	0.0	1.3	0.0	1.5	0.1
Professional	6.7	0.6	1.3	1.3	1.1	0.5
Master's	55.6	0.0	16.5	7.6	10.6	1.8
Bachelor's	6.7	14.4	46.5	30.9	37.6	20.3
Associate	0.0	15.5	11.0	16.1	17.2	17.5
Certificate Beyond HS	0.0	13.3	7.3	13.5	10.5	14.6
High School or Less	2.2	56.4	16.3	30.5	21.7	45.1
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	45	181	480	223	1032	1352

Number of Missing Observations = 311

Table III-42

Other Staff Categories:
Job Classification by Staff Category

Job Classification	Vice-President/ Dean	Receptionist	Coordinator	Manager/ Supervisor	Other Professional	Other Clerical
Professional/ Unclassified	100.0	8.0	72.5	42.1	100.0	0.0
Clerical/ Classified	0.0	92.0	27.5	57.9	0.0	100.0
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	46	188	487	228	1069	1403

Number of Missing Observations = 0

Table III-43

Other Staff Categories:
Gender by Staff Category

Gender	Vice-President/ Dean	Receptionist	Coordinator	Manager/ Supervisor	Other Professional	Other Clerical
Male	78.3	0.7	19.2	10.1	15.3	7.0
Female	21.7	99.3	80.8	89.9	84.7	93.0
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	46	186	475	227	1042	1383

Number of Missing Observations = 188

Table III-44

Other Staff Categories:
Ethnic Membership by Staff Category

Ethnic Membership	Vice-President/ Dean	Receptionist	Coordinator	Manager/ Supervisor	Other Professional	Other Clerical
White	82.2	80.5	77.1	78.8	73.3	75.0
Black	11.1	13.5	15.0	14.2	14.1	13.7
Hispanic	4.4	5.4	5.4	4.9	7.4	7.8
Asian/Pacific	0.0	0.0	1.7	2.2	3.4	2.7
Native American	2.2	0.0	0.6	0.0	1.2	0.6
Other	0.0	0.5	0.2	0.0	0.7	0.3
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	45	185	480	226	1034	1384

Number of Missing Observations = 2

IV
Staffing Patterns at Undergraduate Institutions

Survey respondents were asked to list their staff in separate sections of the survey instrument, labeled "Professional/ Unclassified Staff" and "Clerical/Classified Staff." Figures representing total FTE Office Staff, FTE Professional Staff, and FTE Clerical Staff for each office were computed by counting the number of persons on each side of the form, and adjusting the count for part-time staff. This format differs from past surveys, which asked for a numerical total only for professional staff and clerical staff.[8] Table IV-1 presents median aid office staffing levels at undergraduate institutions by type, control, and size for all staff, professional/unclassified staff, and clerical/classified staff. Table IV-1 illustrates that all but two categories of institutions have median FTE office sizes of 5 or fewer persons. In only two categories is the median FTE professional staff size smaller than the median FTE clerical staff size. Tables IV-2 through IV-4 present aid office staffing levels at undergraduate institutions by undergraduate headcount for public, private, and proprietary institutions respectively. For data on student assistant, graduate assistant, and temporary staffing levels, see Appendix A, Tables 77-79.

Table IV-1

Median FTE Office Staff, FTE Professional/Unclassified Staff, and
FTE Clerical/Classified Staff
by Institutional Type, Control, and Undergraduate Headcount

	FTE Office Staff[9]	Professional/ Unclassified	Clerical/ Classified
Public Universities; Under 7,000	5.00	3.00	2.00
Public Universities; 7,000+	14.00	6.00	7.00
Public 4-Year; All Sizes	2.25*	2.00*	1.00*
Public 2-Year; Under 4,000	2.00	1.00	1.00
Public 2-Year; 4,000+	5.00	2.00	2.68
Public Vocational/Technical	2.00	1.00	1.00
Private Universities; Under 4,000	3.00	2.00	1.00
Private Universities; 4,000+	11.75	6.00	5.00
Private 4-Year; Under 1,000	2.00	1.00	0.50
Private 4-Year; 1,000-1,999	3.00	2.00	1.00
Private 4-Year; 2,000+	5.00*	3.00*	2.00*
Private 2-Year; All Sizes	2.00	1.00	0.00
Private Vocational/Technical; All Sizes	2.00*	1.00*	0.00*
Proprietary; All Sizes	2.00	2.00	0.00

* Based on less than 45 cases.

[8] A confounding factor in the current survey was the addition of the words "Unclassified" and "Classified" to the staff classification descriptors. At some institutions, "professional" and "unclassified" are not synonymous, nor are "clerical" and "classified." As a result, data from this survey on professional and clerical staff size differ significantly from past studies and the results are not comparable for historical purposes.

[9] Median Office Staff is calculated independently of Professional and Clerical staff; therefore, column one is not necessarily the sum of columns two and three.

Table IV-2

FTE Office Staff by Undergraduate Headcount:
Public Institutions

FTE Office Staff	Under 500	500-999	1,000-1,999	2,000-3,999	4,000-6,999	7,000-9,999	10,000-14,999	15,000-19,999	20,000-29,999	30,000+	All
1	35.7	16.5	10.9	5.0	0.5	0.0	0.0	0.0	0.0	0.0	7.0
2	54.8	58.2	42.5	30.1	10.5	2.2	3.1	3.3	2.1	0.0	24.7
3	7.1	18.7	29.3	26.0	18.3	7.5	3.1	0.0	0.0	0.0	16.3
4-6	1.2	4.4	16.1	31.5	44.5	41.9	20.4	14.8	12.8	4.5	24.3
7-9	0.0	1.1	0.6	6.8	19.4	22.6	25.5	14.8	19.1	9.1	11.1
10-14	0.0	1.1	0.6	0.5	5.2	21.5	25.5	16.4	4.3	18.2	6.9
15-19	1.2	0.0	0.0	0.0	1.6	4.3	12.2	18.0	17.0	13.6	3.9
20-29	0.0	0.0	0.0	0.0	0.0	0.0	9.2	24.6	25.5	4.5	3.4
30+	0.0	0.0	0.0	0.0	0.0	0.0	1.0	8.2	19.1	50.0	2.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	84	91	174	219	191	93	98	61	47	22	1080
Median	2	2	2	3	5	6	9	15	18	29.5	4

Number of Missing Observations = 3

Table IV-3

FTE Office Staff by Undergraduate Headcount:
Private Institutions

FTE Office Staff	Under 500	500-999	1,000-1,999	2,000-3,999	4,000-6,999	7,000-9,999	10,000-14,999	15,000+	All
0	0.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1
1	43.1	8.3	2.0	0.0	0.0	0.0	0.0	0.0	13.6
2	44.6	47.8	19.3	4.7	1.9	0.0	0.0	0.0	29.7
3	8.1	25.7	34.0	8.6	5.8	0.0	14.3	33.3	20.2
4-6	3.1	17.4	42.2	56.3	15.4	16.7	14.3	0.0	25.9
7-9	0.8	0.4	2.6	17.2	26.9	8.3	0.0	0.0	4.7
10-14	0.0	0.0	0.0	11.7	26.9	33.3	14.3	0.0	3.3
15-19	0.0	0.0	0.0	1.6	11.5	8.3	28.6	0.0	1.1
20-29	0.0	0.0	0.0	0.0	11.5	33.3	28.6	33.3	1.3
30+	0.0	0.4	0.0	0.0	0.0	0.0	0.0	33.3	0.2
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	260	253	306	128	52	12	7	3	1021
Median	2	2	3	5	9.5	------	------	------	3

Number of Missing Observations = 2

Table IV-4

FTE Office Staff by Undergraduate Headcount:
Proprietary Institutions

FTE Office Staff	Under 500	500-999	1,000-2,999	2,000-3,999	4,000-6,999	7,000-9,999	15,000-19,999	20,000+	All
1	44.1	23.2	0.0	0.0	0.0	0.0	0.0	0.0	27.1
2	32.4	23.2	3.1	3.7	0.0	0.0	0.0	0.0	22.1
3	18.4	18.8	12.5	11.1	14.3	0.0	50.0	0.0	16.8
4-6	5.1	30.4	46.9	7.4	14.3	16.7	50.0	0.0	17.1
7-9	0.0	4.3	21.9	18.5	14.3	16.7	0.0	100.0	6.4
10-14	0.0	0.0	12.5	37.0	42.9	16.7	0.0	0.0	6.4
15-19	0.0	0.0	3.1	18.5	14.3	0.0	0.0	0.0	2.5
20-29	0.0	0.0	0.0	3.7	0.0	33.3	0.0	0.0	1.1
30+	0.0	0.0	0.0	0.0	0.0	16.7	0.0	0.0	0.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	136	69	32	27	7	6	2	1	280
Median	2	3	5.5	10	------	------	------	------	3

Number of Missing Observations = 0

Table IV-5 presents some of the more typical combinations of professional and clerical staff. The diversity of staff combinations increases with the size of the recipient population. Caution should be exercised when comparing a particular institution's professional/clerical combination to representative national staff combinations because the designation of staff as professional or clerical is respondent-based and does not follow a recognized standard.

Table IV-5

FTE Professional/Unclassified and FTE Clerical/Classified Staff Combinations
by Undergraduate Aid Recipients

Under 500 Recipients

1 Professional, 0 Clerical	31.5%
1 Professional, 1 Clerical	29.1
2 Professional, 0 Clerical	17.7
Miscellaneous Combinations	8.1
2 Professional, 1 Clerical	6.2
3 Professional, 0 Clerical	4.0
1 Professional, 2 Clerical	3.4

500 - 999 Recipients

Miscellaneous Combinations	25.7%
1 Professional, 1 Clerical	23.1
2 Professional, 1 Clerical	16.2
2 Professional, 0 Clerical	11.5
1 Professional, 2 Clerical	8.5
3 Professional, 0 Clerical	8.0
2 Professional, 2 Clerical	7.0

1,000 - 2,499 Recipients

Miscellaneous Combinations	56.4%
2 Professional, 2 Clerical	10.5
4 Professional, 0 Clerical	8.2
1 Professional, 2 Clerical	7.3
2 Professional, 1 Clerical	7.3
3 Professional, 1 Clerical	5.4
1 Professional, 3 Clerical	4.9

2,500 - 4,999 Recipients

Miscellaneous Combinations	54.0%
4-6 Professional, 4-6 Clerical	14.4
4-6 Professional, 3 Clerical	7.4
4-6 Professional, 0 Clerical	7.4
3 Professional, 4-6 Clerical	7.3
4-6 Professional, 7-9 Clerical	6.6
1 Professional, 4-6 Clerical	4.9

5,000 - 9,999 Recipients

Miscellaneous Combinations	57.2%
4-6 Professional, 4-6 Clerical	10.9
7-9 Professional, 7-9 Clerical	9.1
3 Professional, 4-6 Clerical	8.2
10-14 Professional, 10-14 Clerical	7.3
4-6 Professional, 7-9 Clerical	7.3

10,000+ Recipients

Miscellaneous Combinations	61.4%
20+ Professional, 20+ Clerical	13.6
10-14 Professional, 10-14 Clerical	9.1
15-19 Professional, 15-19 Clerical	9.1
7-9 Professional, 10-14 Clerical	6.8

Table IV-6 presents the composition of staff for various levels of aid recipients by staff category. The diversity of staff combinations is again apparent. At institutions with smaller recipient populations, staffs appear usually to be composed of a Head of Office who is a Director and whose staff consists of one to two Counselor/Advisor/Officers or Secretaries. As the size of the recipient population increases, Directors, Associate Directors, and Assistant Directors comprise a smaller proportion of the office staff and are supported by more professional and clerical staff.

An important consideration in staff size is the ratio of staff to recipients served. Table IV-7 provides a breakdown of staff sizes by the size of the recipient population. While the use of broad categories of numbers of recipients prevents the determination of exact ratios, it is clear that a majority of financial aid offices have recipient-to-staff ratios of at least 100 to 1. For institutions with 500 to 9,999 recipients, at least 85 percent of the offices have recipient-to-staff ratios of 100 or more to 1.

Table IV-6

Staff Category by Undergraduate Aid Recipients

Staff Category	Under 500	500-999	1,000-2,499	2,500-4,999	5,000-9,999	10,000-19,999	20,000+	All
Vice-President/Dean	0.4	1.0	0.8	0.4	0.2	0.0	0.0	0.5
Director	36.3	28.7	17.7	10.4	6.0	4.0	3.7	17.3
Associate Director	0.8	3.0	2.9	3.4	4.0	4.4	2.0	3.0
Assistant Director	5.9	8.0	10.1	9.5	9.9	6.8	6.7	8.6
Counselor/Advisor/Officer	14.1	12.5	16.0	17.2	19.3	17.2	22.9	16.3
Secretary	18.7	20.9	15.4	9.3	8.5	7.0	7.5	13.6
Receptionist	0.4	0.9	2.0	2.5	2.6	1.3	0.2	1.7
Clerk/Clerical	4.1	5.7	10.1	15.0	17.0	19.5	20.7	11.6
Coordinator	3.4	3.0	3.6	5.6	4.6	4.2	7.0	4.2
Manager/Supervisor	1.1	1.1	1.8	1.8	3.0	3.0	4.0	2.0
Other Professional	10.0	7.5	7.2	9.8	8.5	18.6	8.7	9.3
Other Clerical	4.8	7.8	12.5	15.1	16.4	14.1	16.5	12.0
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	1677	1860	3034	2292	1853	930	401	12047

Number of Missing Observations = 0

Table IV-7

FTE Office Staff by Undergraduate Aid Recipients

FTE Office Staff	Under 500	500-999	1,000-2,499	2,500-4,999	5,000-9,999	10,000+	All
0	0.1	0.0	0.0	0.0	0.0	0.0	0.0
1	32.6	3.7	0.9	0.0	0.0	0.0	12.3
2	46.9	34.6	7.0	0.4	0.0	0.0	26.5
3	13.5	33.6	19.5	2.1	0.9	0.0	18.0
4-6	6.0	26.1	50.7	30.0	5.5	0.0	24.1
7-9	0.4	2.0	14.5	30.5	13.6	2.3	7.9
10-14	0.4	0.0	5.9	23.9	26.4	4.5	5.3
15-19	0.1	0.0	1.4	7.8	22.7	15.9	2.5
20-29	0.0	0.0	0.0	4.9	24.5	31.8	2.2
30+	0.0	0.0	0.2	0.4	6.4	45.5	1.2
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	821	598	574	243	110	44	2390

Number of Missing Observations = 0

The high recipient-to-staff ratios become more acute when the ratio to professional staff is examined. Table IV-8 shows the distribution of professional staff sizes by the size of the recipient population. The data indicate that perhaps as many as 90 percent of the offices have recipient-to-professional staff ratios of at least 100 to 1. A majority of institutions with recipient populations of 1,000 or more have at least 200 recipients for every professional staff member.

Table IV-8

FTE Professional/Unclassified Staff by Undergraduate Aid Recipients

FTE Professional/Unclassified Staff	Under 500	500-999	1,000-2,499	2,500-4,999	5,000-9,999	10,000+	All
0	1.2	0.3	0.7	0.0	0.0	0.0	0.7
1	64.4	38.6	22.8	7.4	0.9	0.0	38.1
2	25.2	37.5	28.6	9.1	2.7	0.0	25.9
3	6.5	14.4	19.7	18.1	12.7	0.0	13.0
4-6	2.1	8.5	20.6	41.2	28.2	9.1	13.4
7-9	0.5	0.7	5.4	11.9	23.6	25.0	4.4
10-14	0.1	0.0	1.9	9.1	19.1	18.2	2.6
15-19	0.0	0.0	0.3	2.1	8.2	20.5	1.0
20+	0.0	0.0	0.0	1.2	4.5	27.2	0.8
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	821	598	574	243	110	44	2390

Number of Missing Observations = 0

Table IV-9

FTE Clerical/Classified Staff by Undergraduate Aid Recipients

FTE Clerical/Classified Staff	Under 500	500-999	1,000-2,499	2,500-4,999	5,000-9,999	10,000+	All
0	55.2	29.8	20.7	18.5	9.1	9.1	33.8
1	38.4	44.3	20.6	4.9	2.7	2.3	29.9
2	5.5	17.7	23.9	10.3	5.5	0.0	13.3
3	0.5	5.5	17.1	15.6	0.9	4.6	7.4
4-6	0.4	2.7	13.4	33.7	23.6	4.6	8.6
7-9	0.1	0.0	3.5	11.5	25.5	9.1	3.4
10-14	0.0	0.0	0.7	4.5	20.9	25.0	2.1
15-19	0.0	0.0	0.3	2.1	5.5	18.1	0.6
20+	0.0	0.0	0.2	0.8	6.4	27.2	0.8
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	821	598	574	243	110	44	2390

Number of Missing Observations = 0

V
Staffing and Salary Patterns at Graduate/Professional Institutions

The percentage of offices serving only graduate or professional students in the total survey sample is quite small (3.5 percent). The graduate/professional offices that responded to the survey represent approximately half of the graduate/professional offices in the NASFAA membership. As a result, most subgroups within the graduate/professional category are too small to make valid comparisons, and analysis of graduate office staff cannot be as detailed as for undergraduate offices.

The majority of graduate offices (80.2 percent) were at private institutions. Only three offices were at proprietary institutions. Information on the size of the programs administered by these offices is unavailable because the questions on institutional headcount, recipients and dollars awarded were phrased in terms of undergraduate students.

Heads of Office at graduate institutions were female to a much greater extent than those at undergraduate institutions, and were predominantly white. Graduate Heads of Office reported educational attainment and years of experience similar to undergraduate Heads of Office. The median salary for graduate Heads of Office was slightly lower than for their undergraduate counterparts.

Table V-1
Graduate/Professional Head of Office:
Gender

Gender	%
Male	22.4
Female	77.6
Column Total	100.0%
Number	85

Number of Missing Observations = 2

Table V-2
Graduate/Professional Head of Office:
Ethnic Membership

Ethnic Membership	%
White	92.9
Black	5.9
Asian/Pacific Islander	1.2
Column Total	100.0%
Number	85

Number of Missing Observations = 2

Table V-3
Graduate/Professional Head of Office:
Highest Degree Earned

Highest Degree	%
Doctorate	3.6
Professional	4.8
Master's	41.7
Bachelor's	29.8
Associate	9.5
Certificate Beyond HS	4.8
High School or Less	6.0
Column Total	100.0%
Number	84

Number of Missing Observations = 3

Table V-4
Graduate/Professional Head of Office:
Years of Financial Aid Experience

Years of Experience	%
0	2.3
1	5.8
2	8.1
3	7.0
4-5	14.0
6-7	7.0
8-10	23.3
11-15	23.3
16+	9.3
Column Total	100.0%
Number	86
Median	9.0

Number of Missing Observations = 1

Table V-5

Graduate/Professional Head of Office:
1987-88 Salary

1987-88 Salary	%
Under $19,000	9.6
$19,000 - 23,999	17.9
$24,000 - 29,999	23.8
$30,000 - 34,999	20.2
$35,000 - 39,999	16.7
$40,000+	11.9
Column Total	100.0%
Number	84
Median	$29,274

Number of Missing Observations = 3

Table V-6

Graduate/Professional Head of Office:
Position Titles

Position Title	%
Vice-President/Dean	4.6
Director	80.5
Counselor/Advis./Off.	3.4
Coordinator	5.7
Other Professional	5.7
Column Total	100.0%
Number	87

Number of Missing Observations = 0

Graduate offices tend to be small. This likely relates to the size of their recipient populations, but such a determination is not possible without information on the size of those populations.

Table V-7

Graduate/Professional FTE Office Staff by Control of Institution

FTE Office Staff	Public	Private	Proprie-tary	All Schools
1	13.3	21.9	33.3	20.9
2	6.7	27.4	0.0	23.1
3	40.0	24.7	33.3	27.5
4-6	20.0	23.3	33.3	23.1
7+	20.0	2.7	0.0	5.5
Column Total	100.0%	100.0%	100.0%	100.0%
Number	15	73	3	91

Number of Missing Observations = 0

Summary and Conclusions

The financial aid profession is predominately female, yet women in financial aid have significantly lower median salaries than their male colleagues in similar staff positions. For persons holding the position of Head of Office, the difference in median salary between males and females is not fully accounted for by such significant factors as years of financial aid experience, educational attainment, and the size of the financial aid staff overseen by the Head of Office. While the remaining difference may be accounted for by factors not measured in the current survey, such as length of employment at the current institution or years of experience in the Head of Office position, the reason for differences in these other factors is unclear. Further research into the relationship between gender and salary for Heads of Office would need to investigate these factors.

Although information on salary changes over time is unavailable for most staff positions, the trends for Heads of Office may provide some indication of the changes for many professional staff in aid offices. Heads of Office saw steady salary growth above inflation since the end of the 1982-83 recession, but the increases were not large. The number of Heads of Office who earn over $40,000 annually did increase, however, from 10 percent in 1985 to nearly 20 percent in 1987.

Several factors had large impacts on median salaries for the professional staff positions examined. Aside from gender, the factors relating most strongly to higher median salary were the possession of a master's or higher degree, employment by a public institution, employment by a large institution with a large financial aid office staff, and more years of financial aid experience. The levels of experience at which median salaries increased significantly were different for each staff position. The precise relationship between experience and salary is difficult to establish without knowledge of other related factors, such as the individual's career path and tenure at a specific institution.

Financial aid office staffs are generally small in number: over half the aid offices surveyed employed fewer than four full-time equivalent staff members. These small staff sizes are likely related to the fact that nearly 60 percent of the institutions had fewer than 1,000 aid recipients. Still, a majority of institutions had recipient-to-financial aid staff ratios of at least 100 to 1. While the presence of office automation may mean that such ratios are manageable, anecdotal evidence suggests that many financial aid professionals work considerably more than 40 hours per week to insure the smooth functioning of their offices. Future studies of financial aid office staffing might investigate the definition of a manageable recipient-to-staff ratio and the extent to which financial aid professionals work extra hours to compensate for inadequate staffing levels.

Surveys such as this one provide considerable amounts of information to members of the profession surveyed. They also tend to leave many questions unanswered, and this survey is no exception. It is hoped that members of the profession and academic researchers will use the results of this survey as the basis for further investigation into the complexities of the financial aid profession.

Appendix A
Supplementary Tables

Table A-1

Undergraduate Aid Recipients by Institutional Type, Control, and Undergraduate Headcount

Undergraduate Aid Recipients	Public Univ. <7,000	Public Univ. 7,000-19,999	Public Univ. 20,000+	Public 4-Year	Public 2-Year <4,000	Public 2-Year 4,000+	Public Voc./ Tech.	Private Univ. <4,000	Private Univ. 4,000+
Under 500	9.8	0.8	0.0	23.8	33.3	5.5	59.9	29.5	0.0
500 - 999	11.2	0.0	0.0	26.2	42.4	17.3	25.3	34.1	4.7
1,000 - 2,499	42.7	4.0	2.5	35.7	23.5	46.4	12.6	32.4	31.3
2,500 - 4,999	34.3	33.6	0.0	4.8	0.8	24.1	2.2	3.4	51.6
5,000 - 9,999	1.4	52.8	30.0	9.5	0.0	5.5	0.0	0.6	10.9
10,000 -19,999	0.7	8.0	50.0	0.0	0.0	0.8	0.0	0.0	1.6
20,000+	0.0	0.8	17.5	0.0	0.0	0.4	0.0	0.0	0.0
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	143	125	40	42	243	237	182	352	64

(Table A-1, continued)

Undergraduate Aid Recipients	Private 4-Year <1,000	Private 4-Year 1,000-1,999	Private 4-Year 2,000+	Private 2-Year	Private Voc./ Tech.	Proprie-tary	Other	Unknown	All
Under 500	65.9	6.3	0.0	60.6	66.7	57.9	63.4	16.7	34.4
500 - 999	31.9	58.0	12.8	28.7	16.7	15.7	14.4	16.7	25.0
1,000 - 2,499	1.7	35.7	69.2	7.4	16.7	16.8	17.0	50.0	24.0
2,500 - 4,999	0.4	0.0	17.9	3.2	0.0	7.9	5.2	16.7	10.2
5,000 - 9,999	0.0	0.0	0.0	0.0	0.0	1.4	0.0	0.0	4.6
10,000 -19,999	0.0	0.0	0.0	0.0	0.0	0.4	0.0	0.0	1.5
20,000+	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	229	143	39	94	18	280	153	6	2390

Number of Missing Observations = 0

Table A-2

Undergraduate Aid Awarded by Institutional Type, Control, and Undergraduate Headcount

Undergraduate Aid Awarded	Public Univ. <7,000	Public Univ. 7,000-19,999	Public Univ. 20,000+	Public 4-Year	Public 2-Year <4,000	Public 2-Year 4,000+	Public Voc./ Tech.	Private Univ. <4,000	
Under $500,000	3.5	0.0	0.0	21.4	30.5	4.7	48.1	9.1	→
$500,000 - 999,999	3.5	0.0	0.0	9.5	25.5	12.3	16.6	6.9	
$1,000,000 - 2,499,999	21.0	1.6	0.0	23.8	37.4	45.1	23.2	21.1	
$2,500,000 - 4,999,999	32.2	5.6	0.0	28.6	6.2	25.1	9.4	30.0	
$5,000,000 - 9,999,999	30.1	20.8	0.0	14.3	0.4	11.1	1.7	24.6	
$10,000,000+	9.8	72.0	100.0	2.4	0.0	1.7	1.1	8.3	→
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Number	143	125	40	42	243	235	181	350	→

(Table A-2, continued)

Undergraduate Aid Awarded	Private Univ. 4,000+	Private 4-Year <1,000	Private 4-Year 1,000-1,999	Private 4-Year 2,000+	Private 2-Year	Private Voc./ Tech.	Proprie-tary	Other	Un-known	All
Under $500,000	0.0	25.1	3.5	5.1	27.7	47.1	31.3	55.9	20.0	20.6
$500,000 - 999,999	1.6	10.6	2.1	0.0	26.6	23.5	21.2	11.8	0.0	12.1
$1,000,000 - 2,499,999	0.0	37.9	18.3	2.6	24.5	17.6	23.0	19.1	20.0	24.7
$2,500,000 - 4,999,999	12.5	23.8	35.9	7.7	17.0	5.9	9.4	10.5	60.0	18.5
$5,000,000 - 9,999,999	18.8	2.6	37.3	56.4	2.1	5.9	7.9	2.0	0.0	13.1
$10,000,000+	67.2	0.0	2.8	28.2	2.1	0.0	7.2	0.7	0.0	11.0
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	64	227	142	39	94	17	278	152	5	2377

Number of Missing Observations = 13

Table A-3

Head of Office 1987-88 Salary by Institutional Type, Control, and Undergraduate Headcount

1987-88 Salary	Public Univ. <7,000	Public Univ. 7,000-19,999	Public Univ. 20,000+	Public 4-Year	Public 2-Year <4,000	Public 2-Year 4,000+	Public Voc./ Tech.	Private Univ. <4,000	
Under $17,000	0.7	0.0	0.0	2.5	3.9	0.0	4.0	6.2	→
$17,000 - 18,999	0.0	0.0	0.0	2.5	3.4	0.4	4.0	4.7	
$19,000 - 23,999	3.5	0.0	0.0	10.0	18.9	3.5	22.0	18.2	
$24,000 - 29,999	19.6	2.4	0.0	17.5	26.2	11.9	22.5	23.5	
$30,000 - 34,999	32.9	13.7	0.0	35.0	21.5	21.2	21.4	22.0	
$35,000 - 39,999	23.1	25.0	15.8	12.5	11.6	18.1	11.6	11.4	
$40,000+	20.3	58.9	84.2	20.0	14.6	44.7	14.5	14.1	→
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Number	143	124	38	40	233	226	173	341	→
Median	$34,000	40,750	50,000	31,750	29,500	38,000	29,000	28,200	

(Table A-3, continued)

1987-88 Salary	Private Univ. 4,000+	Private 4-Year <1,000	Private 4-Year 1,000-1,999	Private 4-Year 2,000+	Private 2-Year	Private Voc./ Tech.	Proprie-tary	Other	Un-known	All
Under $17,000	0.0	19.1	1.5	2.6	15.9	5.6	11.2	7.3	0.0	6.1
$17,000 - 18,999	0.0	12.7	0.0	5.1	15.9	0.0	13.8	3.6	0.0	5.2
$19,000 - 23,999	1.6	36.4	19.1	7.7	36.4	38.9	20.7	19.0	33.3	17.2
$24,000 - 29,999	12.7	19.5	36.0	17.9	14.8	22.2	26.1	27.0	16.7	20.8
$30,000 - 34,999	11.1	8.6	18.4	33.3	10.2	27.8	13.4	25.5	16.7	19.1
$35,000 - 39,999	14.3	2.7	14.0	10.3	1.1	5.6	6.2	10.9	0.0	11.9
$40,000+	60.3	0.9	11.0	23.1	5.7	0.0	8.7	6.6	33.3	19.7
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	63	220	136	39	88	18	276	137	6	2301
Median	$42,900	20,750	28,050	31,000	21,500	24,700	24,000	28,000	27,500	30,000

Number of Missing Observations = 22

Table A-4

Head of Office 1987-88 Salary by Institutional Type and Control

1987-88 Salary	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
Under $17,000	0.6	8.3	2.0	15.9	4.2	11.2	7.3	6.1
$17,000 - 18,999	0.3	5.8	2.0	15.9	3.7	13.8	3.6	5.2
$19,000 - 23,999	2.6	21.6	11.3	36.4	23.6	20.7	19.0	17.1
$24,000 - 29,999	11.0	23.4	19.1	14.8	22.5	26.1	27.0	20.8
$30,000 - 34,999	22.5	17.4	21.5	10.2	22.0	13.4	25.5	19.1
$35,000 - 39,999	21.7	9.6	14.8	1.1	11.0	6.2	10.9	11.9
$40,000+	41.3	14.0	29.5	5.7	13.1	8.7	6.6	19.7
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	346	800	461	88	191	276	137	2299
Median	$37,173	26,671	33,000	21,500	28,568	24,000	28,000	30,000

Number of Missing Observations = 24

Table A-5

Head of Office 1987-88 Salary by Ethnic Membership

1987-88 Salary	White	Black	His-panic	Asian/ Pacific	Native American	Other	All
Under $17,000	6.5	.6	4.0	8.0	16.7	0.0	6.1
$17,000 - 18,999	5.6	1.3	2.7	8.0	5.6	0.0	5.2
$19,000 - 23,999	17.6	14.2	13.3	12.0	33.3	0.0	17.2
$24,000 - 29,999	21.5	14.8	20.0	12.0	11.1	0.0	20.8
$30,000 - 34,999	18.5	25.8	21.3	32.0	11.1	0.0	19.2
$35,000 - 39,999	11.2	17.4	12.0	8.0	22.2	0.0	11.7
$40,000+	19.2	25.8	26.7	20.0	0.0	100.0	19.8
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	2011	155	75	25	18	2	2286
Median	$29,500	33,000	33,000	------	------	------	30,000

Number of Missing Observations = 37

Table A-6

Head of Office 1987-88 Salary by Undergraduate Headcount

1987-88 Salary	Under 500	500-999	1,000-1,999	2,000-3,999	4,000-6,999	7,000-9,999	10,000-14,999	15,000-19,999	20,000+	All
Under $17,000	19.3	10.5	1.8	0.3	0.4	0.0	0.0	0.0	0.0	6.1
$17,000 - 18,999	8.7	14.0	2.4	3.0	0.4	0.0	0.0	1.6	0.0	5.2
$19,000 - 23,999	28.4	29.2	19.4	10.1	5.0	2.7	0.0	0.0	1.5	17.2
$24,000 - 29,999	22.2	21.9	30.1	22.7	15.3	9.9	6.8	4.8	1.5	20.9
$30,000 - 34,999	12.0	13.2	23.4	29.0	24.0	18.9	17.5	12.7	6.0	19.1
$35,000 - 39,999	5.6	6.2	10.1	16.4	20.7	19.8	24.3	14.3	11.9	11.9
$40,000+	3.8	5.0	12.7	18.4	34.3	48.6	51.5	66.7	79.1	19.7
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	450	401	495	365	242	111	103	63	67	2297
Median	$22,000	23,000	29,000	32,000	35,600	39,450	40,000	43,000	48,000	30,000

Number of Missing Observations = 26

Table A-7

Head of Office 1987-88 Salary by Undergraduate Aid Recipients

1987-88 Salary	Under 500	500-999	1,000-2,499	2,500-4,999	5,000-9,999	10,000+	All
Under $17,000	14.7	3.8	0.4	0.4	0.0	0.0	6.1
$17,000 - 18,999	9.6	5.2	2.1	1.3	0.0	0.0	5.2
$19,000 - 23,999	25.4	23.9	8.9	3.8	0.9	0.0	17.2
$24,000 - 29,999	22.2	29.0	21.0	8.4	1.8	0.0	20.8
$30,000 - 34,999	16.2	18.2	25.8	20.7	13.8	0.0	19.1
$35,000 - 39,999	5.9	9.2	18.5	19.4	17.4	14.6	11.9
$40,000+	6.0	10.6	23.2	46.0	66.1	85.4	19.7
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	780	573	561	237	109	41	2301
Median	$24,000	27,000	32,500	38,208	42,000	50,000	30,000

Number of Missing Observations = 22

Table A-8

Head of Office 1987-88 Salary by Aid Awarded

1987-88 Salary	Under $500,000	$500,000-999,999	$1,000,000-2,499,999	$2,500,000-4,999,999	$5,000,000-9,999,999	$10,000,000+	All Schools
Under $17,000	14.5	11.4	5.4	2.6	0.3	0.0	6.1
$17,000 - 18,999	8.7	7.9	5.7	4.8	1.0	0.8	5.2
$19,000 - 23,999	22.7	22.5	23.3	16.5	5.8	1.6	17.0
$24,000 - 29,999	26.1	21.8	22.2	26.5	17.2	2.7	20.8
$30,000 - 34,999	15.4	18.6	19.4	23.2	26.9	9.4	19.1
$35,000 - 39,999	5.8	8.6	10.1	12.4	20.4	19.9	12.0
$40,000+	6.9	9.3	13.9	14.1	28.5	65.6	19.7
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	449	280	576	419	309	256	2289
Median	$24,500	26,000	28,000	29,800	34,500	42,940	30,000

Number of Missing Observations = 34

Table A-9

Head of Office 1987-88 Salary by FTE Office Staff

1987-88 Salary	1	2	3	4 - 6	7 - 9	10 - 14	15 - 19	20 - 29	30+	All
Under $17,000	28.0	6.7	3.4	1.4	0.0	0.8	0.0	0.0	0.0	6.1
$17,000 - 18,999	13.3	8.3	4.1	2.9	0.0	0.0	0.0	0.0	0.0	5.2
$19,000 - 23,999	27.7	28.6	19.8	9.2	3.8	1.6	3.4	0.0	0.0	17.2
$24,000 - 29,999	17.3	26.1	29.2	22.4	9.2	5.6	3.4	0.0	0.0	20.8
$30,000 - 34,999	8.9	16.7	21.7	27.7	26.1	12.0	8.5	2.0	0.0	19.1
$35,000 - 39,999	3.3	7.8	8.9	17.0	21.2	24.0	18.6	9.8	3.6	11.9
$40,000+	1.5	5.8	12.8	19.3	39.7	56.0	66.1	88.2	96.4	19.7
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	271	616	414	553	184	125	59	51	28	2301
Median	$20,000	25,000	28,150	31,300	37,525	40,000	42,950	48,000	53,204	30,000

Number of Missing Observations = 22

Table A-10

Head of Office Highest Degree Earned by Undergraduate Headcount

Highest Degree	Under 500	500-999	1,000-1,999	2,000-3,999	4,000-6,999	7,000-9,999	10,000-14,999	15,000-19,999	20,000-29,999	30,000+	All
Doctorate	2.9	1.0	3.4	4.6	8.3	11.7	5.8	18.8	10.9	31.8	5.0
Professional	2.2	2.2	2.6	3.5	1.3	2.7	3.8	1.6	4.3	0.0	2.5
Master's	28.5	38.2	46.3	48.2	60.8	57.7	63.5	59.4	65.2	59.1	45.4
Bachelor's	40.3	37.9	37.0	34.1	24.6	25.2	25.0	18.8	19.6	9.1	33.8
Associate	7.7	9.0	5.3	3.5	3.3	0.9	1.9	1.6	0.0	0.0	5.3
Certificate Beyond HS	12.4	6.2	2.8	2.7	1.3	0.0	0.0	0.0	0.0	0.0	4.7
High School or Less	6.0	5.5	2.6	3.3	0.4	1.8	0.0	0.0	0.0	0.0	3.3
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	452	401	495	367	240	111	104	64	46	22	2302

Number of Missing Observations = 21

Table A-11

Head of Office Highest Degree Earned by Undergraduate Aid Recipients

Highest Degree	Under 100	100-249	250-499	500-999	1,000-2,499	2,500-4,999	5,000-9,999	10,000-19,999	20,000+	All
Doctorate	3.3	2.2	1.8	3.8	6.8	7.2	9.2	11.8	66.7	4.9
Professional	4.1	1.8	2.3	2.1	3.2	1.7	3.7	2.9	0.0	2.5
Master's	32.8	31.0	35.6	42.6	50.9	62.7	69.7	73.5	33.3	45.4
Bachelor's	36.9	41.6	38.6	39.1	30.2	23.7	17.4	11.8	0.0	33.8
Associate	8.2	9.7	8.5	4.7	3.9	1.7	0.0	0.0	0.0	5.3
Certificate Beyond HS	9.8	9.7	8.5	3.5	2.7	0.8	0.0	0.0	0.0	4.7
High School or Less	4.9	4.0	4.6	4.2	2.3	2.1	0.0	0.0	0.0	3.3
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	122	226	433	575	562	236	109	34	9	2306

Number of Missing Observations = 17

Table A-12

Head of Office Highest Degree Earned by Ethnic Membership

Highest Degree	White	Black	His-panic	Asian/ Pacific	Native American	Other	All
Doctorate	4.8	8.2	5.3	0.0	0.0	0.0	4.9
Professional	2.5	2.5	2.7	0.0	5.6	0.0	2.5
Master's	45.1	48.1	49.3	52.0	5.6	100.0	45.3
Bachelor's	33.3	36.7	33.3	40.0	77.8	0.0	33.9
Associate	5.5	3.8	4.0	4.0	5.6	0.0	5.3
Certificate Beyond HS	5.1	0.6	4.0	0.0	5.6	0.0	4.7
High School or Less	3.7	0.0	1.3	4.0	0.0	0.0	3.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0	100.0%
Number	2014	158	75	25	18	2	2292

Number of Missing Observations = 31

Table A-13

Head of Office Median Years of Financial Aid Experience
by Undergraduate Headcount

Headcount	Median Years of Experience	Number
Under 500	5	456
500 - 999	6	399
1,000 - 1,999	10	497
2,000 - 3,999	10	366
4,000 - 6,999	13	243
7,000 - 9,999	12	111
10,000 - 14,999	12	104
15,000 - 19,999	14	64
20,000+	15	67
Column Total	9	2,307

Number of Missing Observations = 16

Table A-14

Head of Office Median Years of Financial Aid Experience
by Undergraduate Aid Recipients

Undergraduate Aid Recipients	Median Years of Experience	Number
Under 500	6	783
500 - 999	9	576
1,000 - 2,499	11	564
2,500 - 4,999	13	237
5,000 - 9,999	15	108
10,000+	15	43
Column Total	9	2,311

Number of Missing Observations = 12

Table A-15

Head of Office Years of Financial Aid Experience by Ethnic Membership

Years of Experience	White	Black	His-panic	Asian/ Pacific	Native American	Other	All
0	1.5	0.0	2.7	0.0	5.6	50.0	1.5
1	5.3	5.7	0.0	8.0	27.8	0.0	5.3
2	6.4	3.2	5.3	8.0	0.0	0.0	6.1
3	6.7	3.8	8.0	0.0	0.0	0.0	6.4
4-5	10.8	8.2	9.3	20.0	27.8	0.0	10.8
6-7	10.9	8.9	13.3	12.0	5.6	0.0	10.8
8-10	16.2	15.8	24.0	24.0	11.1	0.0	16.4
11-15	22.6	31.6	25.3	20.0	11.1	0.0	23.2
16+	19.7	22.8	12.0	8.0	11.1	50.0	19.5
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	2018	158	75	25	18	2	2296
Median	9	12	9	------	------	------	9

Number of Missing Observations = 27

Director

Table A-16

Director 1987-88 Salary by Institutional Type, Control, and Undergraduate Headcount

1987-88 Salary	4-Year Public 7,000+	4-Year Public <7,000	4-Year Private 1,000+	4-Year Private <1,000	2-Year Public 4,000+	2-Year Public <4,000	2-Year Private	Voc./ Tech.	Proprie-tary	Other	All
Under $17,000	0.0	1.2	1.7	16.2	0.0	4.8	13.9	3.1	10.3	3.3	5.6
$17,000 - 18,999	0.0	0.6	2.0	11.2	0.5	4.8	15.2	1.6	12.8	1.1	5.0
$19,000 - 23,999	0.0	5.3	12.2	34.0	2.0	9.6	36.7	16.5	17.5	17.8	15.0
$24,000 - 29,999	2.4	19.3	25.0	21.8	12.1	26.3	16.5	27.6	27.8	25.6	21.2
$30,000 - 34,999	10.3	34.5	22.6	10.6	23.1	24.6	11.4	23.6	15.0	30.0	20.0
$35,000 - 39,999	21.8	20.5	14.6	3.7	19.1	12.6	1.3	11.8	7.7	13.3	12.7
$40,000+	65.5	18.7	22.0	2.5	43.2	17.4	5.1	15.7	9.0	8.9	20.7
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	165	171	460	321	199	167	79	127	234	90	2013
Median	$43,000	33,000	31,000	21,900	38,000	30,250	22,000	30,000	25,000	30,000	30,000

Number of Missing Observations = 19

Table A-17

Director 1987-88 Salary by Undergraduate Headcount

1987-88 Salary	Under 500	500-999	1,000-1,999	2,000-3,999	4,000-6,999	7,000-9,999	10,000-14,999	15,000-19,999	20,000+	All
Under $17,000	19.4	9.1	2.9	0.3	0.4	0.0	0.0	0.0	0.0	5.6
$17,000 - 18,999	8.4	13.3	2.9	2.8	0.4	1.0	0.0	0.0	1.4	5.0
$19,000 - 23,999	25.7	29.2	17.7	7.0	3.1	1.9	0.0	0.0	2.7	15.0
$24,000 - 29,999	23.9	23.8	30.2	21.5	14.7	11.4	7.2	5.2	5.5	21.2
$30,000 - 34,999	12.5	13.0	23.9	31.6	24.4	20.0	17.5	12.1	6.8	19.9
$35,000 - 39,999	5.7	6.5	10.2	18.4	21.3	20.0	23.7	10.3	15.1	12.7
$40,000+	4.5	5.1	12.2	18.4	35.6	45.7	51.5	72.4	68.5	20.7
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	335	353	451	316	225	105	97	58	73	2013
Median	$23,000	23,300	29,000	32,850	36,000	39,072	40,000	43,662	46,800	30,000

Number of Missing Observations = 19

Table A-18

Director 1987-88 Salary by FTE Office Staff

1987-88 Salary	1	2	3	4 - 6	7 - 9	10 - 14	15 - 19	20 - 29	30+	All
Under $17,000	29.2	7.0	2.9	2.7	0.0	0.8	0.0	0.0	0.0	5.6
$17,000 - 18,999	11.8	9.4	4.0	2.9	0.0	1.7	0.0	0.0	2.8	5.0
$19,000 - 23,999	25.3	27.0	18.5	8.6	3.3	2.5	3.4	0.0	0.0	15.0
$24,000 - 29,999	18.0	26.4	29.2	23.0	12.2	4.1	5.1	6.9	8.3	21.2
$30,000 - 34,999	10.1	16.4	23.3	27.8	26.7	12.4	8.5	3.4	5.6	20.0
$35,000 - 39,999	3.4	7.6	9.7	16.9	22.2	24.0	18.6	10.3	5.6	12.7
$40,000+	2.2	6.1	12.3	18.2	35.6	54.5	64.4	79.3	77.8	20.7
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	178	488	373	522	180	121	59	58	36	2015
Median	$20,000	25,000	29,000	31,040	36,430	40,000	42,100	46,896	49,262	30,000

Number of Missing Observations = 17

Table A-19

Director 1987-88 Salary by Ethnic Membership

1987-88 Salary	White	Black	His-panic	Asian/ Pacific	Native American	Other	All
Under $17,000	5.8	0.7	4.1	11.8	15.4	0.0	5.5
$17,000 - 18,999	5.2	0.7	2.7	11.8	15.4	0.0	4.9
$19,000 - 23,999	15.7	11.0	11.0	5.9	15.4	0.0	15.1
$24,000 - 29,999	21.9	13.2	21.9	11.8	15.4	0.0	21.1
$30,000 - 34,999	19.4	29.4	20.5	17.6	15.4	0.0	20.1
$35,000 - 39,999	11.9	17.6	12.3	17.6	23.1	0.0	12.4
$40,000+	20.1	27.2	27.4	23.5	0.0	100.0	20.8
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	1761	136	73	17	13	1	2001
Median	$30,000	33,750	33,000	30,000	24,000	------	30,000

Number of Missing Observations = 31

Table A-20

Director 1987-88 Salary by Highest Degree Earned

1987-88 Salary	Doctorate	Profes-sional	Master's	Bache-lor's	Associate	Certificate beyond HS	High School or Less	All
Under $17,000	1.0	0.0	1.4	7.5	19.6	24.1	14.3	5.5
$17,000 - 18,999	0.0	4.2	1.4	7.0	16.3	13.9	17.9	4.9
$19,000 - 23,999	3.1	6.3	9.7	20.7	33.7	24.1	23.2	15.1
$24,000 - 29,999	4.2	22.9	18.6	26.6	19.6	26.6	25.0	21.2
$30,000 - 34,999	21.9	18.8	23.1	19.2	9.8	5.1	14.3	20.0
$35,000 - 39,999	12.5	8.3	17.8	9.1	1.1	5.1	1.8	12.7
$40,000+	57.3	39.6	28.1	9.8	0.0	1.3	3.6	20.5
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	96	48	953	681	92	79	56	2005
Median	$40,000	34,000	33,500	26,000	20,974	21,000	22,600	30,000

Number of Missing Observations = 27

Table A-21

Director 1987-88 Salary by Years of Financial Aid Experience

1987-88 Salary	0	1	2	3	4 - 5	6 - 7	8 - 10	11 - 15	16+	All
Under $17,000	40.0	22.9	19.8	15.3	7.3	3.8	2.3	1.0	.5	5.5
$17,000 - 18,999	10.0	10.4	15.7	12.9	9.2	6.1	2.3	1.5	1.2	4.9
$19,000 - 23,999	10.0	30.2	30.6	26.6	24.8	28.3	11.6	6	5.1	15.0
$24,000 - 29,999	30.0	19.8	15.7	27.4	34.0	28.8	25.9	12..	9.3	21.3
$30,000 - 34,999	0.0	10.4	11.6	10.5	14.6	15.6	27.3	26.8	19.3	20.0
$35,000 - 39,999	0.0	4.2	2.5	2.4	3.9	10.4	17.7	17.0	17.8	12.7
$40,000+	10.0	2.1	4.1	4.8	6.3	7.1	12.8	28.5	46.7	20.6
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	20	96	121	124	206	212	344	477	409	2009
Median	$19,250	21,000	21,000	23,000	25,000	26,000	30,000	34,000	38,955	30,000

Number of Missing Observations = 23

Table A-22

Director Highest Degree Earned by Gender

Highest Degree	Male	Female	All
Doctorate	7.6	2.2	4.9
Professional	3.2	1.6	2.4
Master's	59.5	35.5	47.4
Bachelor's	27.2	40.7	34.0
Associate	1.3	7.8	4.6
Certificate Beyond HS	0.5	7.3	3.9
High School or Less	0.7	4.9	2.8
Column Total	100.0%	100.0%	100.0%
Number	1000	1013	2013

Number of Missing Observations = 19

Table A-23

Director Highest Degree Earned by Ethnic Membership

Highest Degree	White	Black	His-panic	Asian/ Pacific	Native American	Other	All
Doctorate	4.6	9.4	4.1	0.0	0.0	0.0	4.8
Professional	2.3	2.9	2.7	0.0	0.0	0.0	2.3
Master's	47.3	48.2	53.4	52.9	7.7	100.0	47.4
Bachelor's	33.7	35.3	31.5	41.2	76.9	0.0	34.0
Associate	4.8	2.9	2.7	5.9	0.0	0.0	4.6
Certificate Beyond HS	4.1	1.4	4.1	0.0	15.4	0.0	3.9
High School or Less	3.2	0.0	1.4	0.0	0.0	0.0	2.8
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	1761	139	73	17	13	1	2004

Number of Missing Observations = 28

Table A-24

Director Years of Financial Aid Experience by Gender

Years of Experience	Male	Female	All
0	0.9	1.2	1.0
1	4.0	5.5	4.8
2	5.3	6.7	6.0
3	3.7	8.5	6.1
4-5	7.6	12.8	10.3
6-7	8.4	12.6	10.5
8-10	15.5	18.8	17.2
11-15	25.4	22.2	23.8
16+	29.1	11.7	20.3
Column Total	100.0%	100.0%	100.0%
Number	999	1020	2019
Median	12	8	10

Number of Missing Observations = 13

Table A-25

Director Years of Financial Aid Experience by Ethnic Membership

Years of Experience	White	Black	His-panic	Asian/ Pacific	Native American	Other	All
0	1.1	0.0	1.4	0.0	0.0	0.0	1.0
1	4.9	2.9	1.4	5.9	23.1	0.0	4.7
2	6.3	2.2	6.8	5.9	0.0	0.0	6.0
3	6.5	3.6	6.8	0.0	0.0	0.0	6.2
4-5	10.4	7.9	8.2	5.9	23.1	0.0	10.2
6-7	10.6	9.4	13.7	11.8	0.0	0.0	10.6
8-10	16.7	16.5	24.7	29.4	23.1	0.0	17.1
11-15	23.1	34.5	23.3	29.4	15.4	0.0	23.9
16+	20.5	23.0	13.7	11.8	15.4	100.0	20.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	1765	139	73	17	13	1	2008
Median	9	12	9	10	8	------	10

Number of Missing Observations = 24

Associate Director

Table A-26

Associate Director 1987-88 Salary by Institutional Type, Control, and Undergraduate Headcount

1987-88 Salary	4-Year Public 7,000+	4-Year Public <7,000	4-Year Private 1,000+	4-Year Private <1,000	Proprie-tary	All Others	All
Under $17,000	0.0	0.0	0.7	5.0	18.8	11.1	2.3
$17,000 - 18,999	0.0	0.0	5.7	10.0	0.0	18.5	4.3
$19,000 - 23,999	2.5	9.1	21.4	40.0	18.8	7.4	13.9
$24,000 - 29,999	16.7	50.0	37.9	20.0	31.3	26.0	29.0
$30,000 - 34,999	30.0	0.0	16.4	10.0	6.3	7.4	18.6
$35,000 - 39,999	30.0	31.8	12.1	10.0	12.5	11.1	19.4
$40,000+	20.8	9.1	5.7	5.0	12.5	18.5	12.5
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Column	120	22	140	20	16	27	345
Median	$35,000	------	27,000	------	15,000	12,735	11,050

Number of Missing Observations = 6

Table A-27

Associate Director 1987-88 Salary by Undergraduate Headcount

1987-88 Salary	Under 1,000	1,000-1,999	2,000-3,999	4,000-6,999	7,000-9,999	10,000-14,999	15,000-19,999	20,000+	All
Under $19,000	29.7	13.0	5.7	5.7	0.0	0.0	0.0	0.0	6.7
$19,000 - 23,999	27.0	39.1	28.3	3.8	9.7	0.0	0.0	0.0	14.0
$24,000 - 29,999	24.3	37.0	50.9	30.2	25.8	22.0	32.4	6.1	29.1
$30,000 - 34,999	5.4	8.7	9.4	17.0	25.8	31.7	20.6	30.6	18.3
$35,000 - 39,999	5.4	2.2	5.7	24.5	29.0	31.7	35.3	28.6	19.5
$40,000+	8.1	0.0	0.0	18.9	9.7	14.6	11.8	34.7	12.5
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	37	46	53	53	31	41	34	49	344
Median	$22,000	23,000	25,000	32,000	30,160	34,000	34,024	36,800	30,000

Number of Missing Observations = 7

Table A-28

Associate Director 1987-88 Salary by FTE Office Staff

1987-88 Salary	Under 3	4 - 6	7 - 9	10 - 14	15 - 19	20 - 29	30+	All
Under $17,000	7.9	7.2	0.0	0.0	0.0	0.0	0.0	2.3
$17,000 - 18,999	21.1	4.3	2.1	5.3	0.0	0.0	0.0	4.3
$19,000 - 23,999	34.2	33.3	16.7	7.0	0.0	0.0	0.0	13.9
$24,000 - 29,999	31.6	40.6	37.5	38.6	26.3	15.5	2.7	29.0
$30,000 - 34,999	2.6	7.2	16.7	19.3	34.2	29.3	24.3	18.6
$35,000 - 39,999	2.6	4.3	20.8	24.6	23.7	31.0	32.4	19.4
$40,000+	0.0	2.9	6.3	5.3	15.8	24.1	40.5	12.5
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	38	69	48	57	38	58	37	345
Median	$22,000	24,700	28,500	29,338	33,090	35,050	37,320	30,000

Number of Missing Observations = 6

Table A-29

Associate Director 1987-88 Salary by Ethnic Membership

1987-88 Salary	White	Black	Other	All
Under $17,000	1.7	8.6	0.0	2.4
$17,000 - 18,999	4.1	5.7	14.3	4.4
$19,000 - 23,999	15.9	0.0	14.3	14.2
$24,000 - 29,999	29.4	28.6	0.0	28.7
$30,000 - 34,999	17.6	25.7	14.3	18.3
$35,000 - 39,999	19.3	25.7	14.3	19.8
$40,000+	12.2	5.7	42.8	12.1
Column Total	100.0%	100.0%	100.0%	100.0
Number	296	35	7	338
Median	$29,442	30,250	------	30,000

Number of Missing Observations = 13

Table A-30

Associate Director 1987-88 Salary by Highest Degree Earned

1987-88 Salary	Doctorate/ Professional	Master's	Bachelor's	Less than Bachelor's	All
Under $17,000	0.0	0.0	3.1	14.8	2.4
$17,000 - 18,999	0.0	2.4	6.3	11.1	4.4
$19,000 - 23,999	11.1	7.8	20.5	25.9	14.2
$24,000 - 29,999	5.6	29.5	30.7	29.6	28.7
$30,000 - 34,999	11.1	22.9	16.5	3.7	18.3
$35,000 - 39,999	50.0	21.7	16.5	3.7	19.8
$40,000+	22.2	15.7	6.3	11.1	12.1
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%
Number	18	166	127	27	338
Median	$ ------	31,550	28,000	------	30,000

Number of Missing Observations = 13

Table A-31

Associate Director Highest Degree Earned by Institutional Type and Control

Highest Degree	Public 4-Year	Private 4-Year	All Others	All
Doctorate	6.4	0.6	0.0	2.9
Professional	2.1	3.2	0.0	2.4
Master's	62.9	44.3	23.8	49.4
Bachelor's	27.1	43.0	50.0	37.4
Associate	0.7	2.5	11.9	2.9
Certificate Beyond HS	0.7	1.3	9.5	2.1
High School or Less	0.0	5.1	4.8	2.9
Column Total	100.0%	100.0%	100.0%	100.0%
Number	140	158	42	340

Number of Missing Observations = 11

Table A-32

Associate Director Highest Degree Earned by Ethnic Membership

Highest Degree	White	Black	All Others	All
Doctorate	3.0	2.9	0.0	2.9
Professional	2.0	5.7	0.0	2.4
Master's	50.2	48.6	28.6	49.6
Bachelor's	36.0	40.0	71.4	37.2
Associate	3.0	2.9	0.0	2.9
Certificate Beyond HS	2.4	0.0	0.0	2.1
High School or Less	3.4	0.0	0.0	2.9
Column Total	100.0%	100.0%	100.0%	100.0%
Number	297	35	7	339

Number of Missing Observations = 12

Table A-33

Associate Director Years of Financial Aid Experience by Institutional Type and Control

Years of Experience	Public 4-Year	Private 4-Year	All Others	All
0	0.0	0.0	2.4	0.3
1	0.0	2.5	2.4	1.5
2	2.9	5.6	11.9	5.3
3	2.2	4.3	7.1	3.8
4-5	11.0	19.1	19.0	15.9
6-7	5.1	18.5	14.3	12.6
8-10	24.3	27.8	23.8	25.9
11-15	30.1	9.9	16.7	18.8
16+	24.3	12.3	2.4	15.9
Column Total	100.0%	100.0%	100.0%	100.0%
Column	136	162	42	340
Median	12	7.5	7	9

Number of Missing Observations = 11

Table A-34

Associate Director Years of Financial Aid Experience by Ethnic Membership

Years of Experience	White	Black	All Others	All
0	0.0	2.9	0.0	0.3
1	1.4	2.9	0.0	1.5
2	5.8	0.0	14.8	5.4
3	3.7	5.9	0.0	3.9
4-5	14.9	17.6	14.8	15.2
6-7	13.2	11.8	0.0	12.8
8-10	27.5	17.6	0.0	25.9
11-15	16.6	35.3	42.8	19.0
16+	16.9	5.9	28.6	16.1
Column Total	100.0%	100.0%	100.0%	100.0%
Number	295	34	7	336
Median	9	9	------	9

Number of Missing Observations = 15

Table A-35

Associate Director Years of Financial Aid Experience by Gender

Years of Experience	Male	Female	All
0	0.0	0.5	0.3
1	0.9	1.8	1.5
2	5.2	5.4	5.3
3	1.7	5.0	3.9
4-5	12.1	16.7	15.1
6-7	11.2	13.6	12.8
8-10	23.3	27.6	26.1
11-15	19.8	18.6	19.0
16+	25.9	10.9	16.0
Column Total	100.0%	100.0%	100.0%
Number	116	221	337
Median	10	8	9

Number of Missing Observations = 14

Assistant Director

Table A-36

Assistant Director 1987-88 Salary by Institutional Type, Control, and Undergraduate Headcount

1987-88 Salary	4-Year Public 7,000+	4-Year Public <7,000	4-Year Private 1,000+	4-Year Private <1,000	2-Year Public 4,000+	2-Year Public <4,000	2-Year Private	Proprie-tary	All Others	All
Under $17,000	0.0	6.9	12.9	52.9	1.3	26.9	38.1	19.3	16.7	11.8
$17,000 - 18,999	4.2	8.9	13.2	17.1	3.8	7.7	23.8	17.5	12.5	10.1
$19,000 - 23,999	26.1	34.7	40.4	20.0	21.8	26.9	28.6	21.1	45.8	31.4
$24,000 - 29,999	35.5	35.6	27.8	4.3	51.3	30.8	9.5	36.8	16.7	30.9
$30,000 - 34,999	16.7	9.9	4.6	4.3	15.4	3.8	0.0	3.5	4.2	9.2
$35,000 - 39,999	11.5	4.0	0.9	0.0	5.1	3.8	0.0	1.8	0.0	4.5
$40,000+	5.9	0.0	0.3	1.4	1.3	0.0	0.0	0.0	4.2	2.1
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	287	101	349	70	78	26	21	57	24	1013
Median	$27,000	23,500	21,500	16,000	25,000	21,000	18,000	22,000	------	23,000

Number of Missing Observations = 12

Table A-37

Assistant Director 1987-88 Salary by Undergraduate Headcount

1987-88 Salary	Under 500	500-999	1,000-1,999	2,000-3,999	4,000-6,999	7,000-9,999	10,000-14,999	15,000-19,999	20,000+	All
Under $17,000	44.1	44.8	25.9	10.7	3.0	1.1	0.0	0.0	0.0	11.9
$17,000 - 18,999	14.7	19.5	22.9	10.1	6.0	2.2	6.9	3.8	1.9	10.1
$19,000 - 23,999	14.7	21.8	38.0	44.4	32.7	31.5	30.2	20.5	19.4	31.3
$24,000 - 29,999	20.6	9.2	12.0	32.0	41.1	51.1	37.9	42.3	30.1	30.9
$30,000 - 34,999	2.9	3.4	1.2	2.4	12.5	9.8	11.2	15.4	27.2	9.2
$35,000 - 39,999	0.0	0.0	0.0	0.6	3.6	4.3	9.5	12.8	13.6	4.5
$40,000+	2.9	1.1	0.0	0.0	1.2	0.0	4.3	5.1	7.8	2.1
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	34	87	166	169	168	92	116	78	103	1013
Median	$18,000	17,808	19,000	21,500	24,672	25,236	25,000	27,567	28,362	23,000

Number of Missing Observations = 12

Table A-38

Assistant Director 1987-88 Salary by FTE Office Staff

1987-88 Salary	1	2	3	4 - 6	7 - 9	10 - 14	15 - 19	20 - 29	30+	All
Under $17,000	100.0	54.7	32.7	16.8	2.9	1.5	0.0	0.0	0.0	11.9
$17,000 - 18,999	0.0	20.8	20.9	14.7	4.3	3.8	8.2	5.6	0.0	10.1
$19,000 - 23,999	0.0	15.1	30.0	40.1	39.9	32.6	34.0	19.4	9.6	31.4
$24,000 - 29,999	0.0	5.7	13.6	24.7	39.1	45.5	40.2	43.5	27.7	30.9
$30,000 - 34,999	0.0	1.9	1.8	3.8	8.7	11.4	8.2	15.7	32.5	9.2
$35,000 - 39,999	0.0	0.0	0.9	0.0	5.1	4.5	7.2	11.1	15.7	4.5
$40,000+	0.0	1.9	0.0	0.0	0.0	0.8	2.1	4.6	14.5	2.1
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	1	53	110	292	138	132	97	108	83	1014
Median $ ------		16,000	18,200	20,200	24,000	25,175	24,500	26,672	31,000	23,000

Number of Missing Observations = 11

Table A-39

Assistant Director 1987-88 Salary by Highest Degree Earned

1987-88 Salary	Doctorate	Profes-sional	Master's	Bache-lor's	Associate	Certificate beyond HS	High School or Less	All
Under $17,000	0.0	5.9	3.2	13.0	20.8	32.4	29.1	11.8
$17,000 - 18,999	0.0	0.0	5.2	13.6	6.9	14.7	12.7	10.1
$19,000 - 23,999	50.0	23.5	26.9	34.6	33.3	17.6	32.7	31.4
$24,000 - 29,999	12.5	35.3	35.4	29.1	34.7	23.5	20.0	30.8
$30,000 - 34,999	0.0	29.4	15.9	6.1	2.8	8.8	1.8	9.1
$35,000 - 39,999	37.5	0.0	8.8	2.6	1.4	0.0	3.6	4.7
$40,000+	0.0	5.9	4.5	1.0	0.0	2.9	0.0	2.1
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	8	17	308	494	72	34	55	988
Median $ ------	------	------	26,000	22,000	22,000	19,750	20,000	23,000

Number of Missing Observations = 37

Table A-40

Assistant Director 1987-88 Salary by Years of Financial Aid Experience

1987-88 Salary	0	1	2	3	4 - 5	6 - 7	8 - 10	11 - 15	16+	All
Under $17,000	38.1	35.7	20.0	15.0	15.1	6.3	3.6	1.8	1.7	12.1
$17,000 - 18,999	38.1	14.3	17.9	15.9	11.9	7.1	4.6	1.8	3.3	10.0
$19,000 - 23,999	14.3	35.7	37.9	43.4	38.4	34.1	26.2	17.7	13.3	31.4
$24,000 - 29,999	4.8	13.1	20.0	21.2	30.8	41.3	41.0	38.9	30.0	30.8
$30,000 - 34,999	0.0	0.0	3.2	4.4	2.2	9.5	14.4	19.5	26.7	9.1
$35,000 - 39,999	0.0	1.2	1.1	0.0	1.6	0.8	8.2	11.5	18.3	4.6
$40,000+	4.8	0.00.0	0.0	0.0	0.0	0.8	2.1	8.8	6.7	2.0
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	21	84	95	113	185	126	195	113	60	992
Median	$18,000	18,750	20,000	21,000	21,500	24,000	25,000	27,906	30,000	23,000

Number of Missing Observations = 33

Table A-41

Assistant Director Highest Degree Earned by Institutional Type and Control

Highest Degree	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
Doctorate	0.8	0.7	1.0	0.0	0.0	1.8	0.0	0.8
Professional	3.4	1.0	0.0	0.0	0.0	0.0	0.0	1.7
Master's	48.3	22.0	22.2	4.8	30.0	12.3	20.0	31.2
Bachelor's	39.6	59.8	49.5	42.9	30.0	56.1	40.0	49.8
Associate	2.1	6.6	18.2	47.6	20.0	7.0	26.7	7.4
Certificate Beyond HS	1.6	3.2	6.1	4.8	0.0	10.5	13.3	3.4
High School or Less	4.2	6.8	3.0	0.0	20.0	12.3	0.0	5.6
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Column	381	410	99	21	10	57	15	993

Number of Missing Observations = 32

Table A-42

Assistant Director Years of Financial Aid Experience by Gender

Years of Experience	Male	Female	All
0	3.2	1.7	2.1
1	6.5	8.8	8.2
2	11.7	8.7	9.5
3	7.3	12.7	11.4
4-5	15.3	19.7	18.6
6-7	14.5	12.2	12.8
8-10	19.8	20.1	20.0
11-15	12.5	11.0	11.4
16+	9.3	5.0	6.0
Column Total	100.0%	100.0%	100.0%
Number	248	746	994
Median	6	5	6

Number of Missing Observations = 31

Table A-43

Assistant Director Years of Financial Aid Experience by Ethnic Membership

Years of Experience	White	Black	His-panic	Asian/ Pacific	Native American	Other	All
0	2.2	2.7	0.0	0.0	0.0	0.0	2.1
1	8.9	5.4	8.5	0.0	0.0	0.0	8.3
2	9.6	8.9	10.6	0.0	100.0	0.0	9.6
3	11.7	10.7	4.3	22.2	0.0	0.0	11.3
4-5	18.8	14.3	27.7	22.2	0.0	0.0	18.6
6-7	12.2	13.4	14.9	11.1	0.0	75.0	12.7
8-10	19.5	24.1	14.9	33.3	0.0	25.0	19.9
11-15	10.6	16.1	14.9	11.1	0.0	0.0	11.4
16+	6.4	4.5	4.3	0.0	0.0	0.0	6.0
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	810	112	47	9	1	4	983
Median	5	6.5	5	7	------	7	6

Number of Missing Observations = 42

Counselor

Table A-44

Counselor 1987-88 Salary by Institutional Type, Control, and Undergraduate Headcount

1987-88 Salary	4-Year Public 7,000+	4-Year Public <7,000	4-Year Private 1,000+	4-Year Private <1,000	2-Year Public 4,000+	2-Year Public <4,000	2-Year Private	Voc./ Tech.	Proprie-tary	Other	All
Under $17,000	17.2	33.6	43.1	61.8	12.4	21.7	67.6	16.7	58.8	32.4	34.2
$17,000 - 18,999	14.0	16.0	25.9	9.2	10.6	8.7	13.5	15.0	23.1	22.5	17.8
$19,000 - 23,999	36.8	27.7	24.5	23.7	37.9	39.1	16.2	26.7	13.3	16.9	27.6
$24,000 - 29,999	24.1	13.4	5.7	3.9	19.9	15.9	2.7	18.3	3.7	12.7	13.5
$30,000 - 34,999	6.3	7.6	0.5	1.3	5.6	11.6	0.0	10.0	1.2	4.2	4.1
$35,000 - 39,999	1.3	0.8	0.0	0.0	2.5	2.9	0.0	6.7	0.0	11.3	1.4
$40,000+	0.4	0.8	0.3	0.0	11.2	0.0	0.0	6.7	0.0	0.0	1.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	557	119	367	76	161	69	37	60	347	71	1864
Median	$21,000	19,000	17,300	16,000	22,000	20,933	15,330	22,250	16,000	18,000	18,629

Number of Missing Observations = 43

Table A-45

Counselor 1987-88 Salary by Institutional Type and Control

1987-88 Salary	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
Under $17,000	20.1	46.3	15.2	67.6	16.7	58.8	32.4	34.2
$17,000 - 18,999	14.3	23.0	10.0	13.5	15.0	23.1	22.5	17.8
$19,000 - 23,999	35.2	24.4	38.3	16.2	26.7	13.3	16.9	27.6
$24,000 - 29,999	22.2	5.4	18.7	2.7	18.3	3.7	12.7	13.5
$30,000 - 34,999	6.5	0.7	7.4	0.0	10.0	1.2	4.2	4.1
$35,000 - 39,999	1.2	0.0	2.6	0.0	6.7	0.0	11.3	1.4
$40,000+	0.4	0.2	7.8	0.0	6.7	0.0	0.0	1.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	676	443	230	37	60	347	71	1864
Median	$20,594	17,000	21,864	15,300	22,250	16,000	18,000	18,629

Number of Missing Observations = 43

Table A-46

Counselor 1987-88 Salary by Undergraduate Headcount

1987-88 Salary	Under 500	500-999	1,000-1,999	2,000-3,999	4,000-6,999	7,000-9,999	10,000-14,999	15,000-19,999	20,000+	All
Under $17,000	44.3	66.4	55.5	41.3	31.2	21.7	12.7	27.9	13.5	34.3
$17,000 - 18,999	12.2	11.9	16.5	28.8	17.3	19.1	13.3	14.0	15.2	17.8
$19,000 - 23,999	26.1	12.6	18.9	19.7	30.7	36.8	40.5	22.8	39.0	27.6
$24,000 - 29,999	8.7	4.9	4.3	8.3	13.9	13.8	19.1	22.1	25.2	13.5
$30,000 - 34,999	4.3	2.8	3.5	1.4	4.3	3.9	7.5	8.8	4.2	4.1
$35,000 - 39,999	3.5	0.7	0.8	0.6	0.0	0.7	5.2	2.9	1.0	1.4
$40,000+	0.9	0.7	0.4	0.0	2.6	3.9	1.7	1.5	1.9	1.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	115	143	254	351	231	152	173	136	310	1865
Median	$18,000	15,300	16,000	17,500	19,000	19,841	21,201	20,905	21,000	18,629

Number of Missing Observations = 42

Table A-47

Counselor 1987-88 Salary by Ethnic Membership

1987-88 Salary	White	Black	His-panic	Asian/ Pacific	Native American	Other	All
Under $17,000	36.3	25.6	35.3	24.4	23.1	28.6	34.0
$17,000 - 18,999	17.0	25.6	11.3	9.8	15.4	14.3	17.9
$19,000 - 23,999	27.5	27.8	29.3	26.8	53.8	14.3	27.8
$24,000 - 29,999	12.5	14.6	18.0	17.1	7.7	14.3	13.3
$30,000 - 34,999	4.0	1.9	5.3	22.0	0.0	14.3	4.1
$35,000 - 39,999	1.4	2.5	0.0	0.0	0.0	0.0	1.4
$40,000+	1.4	1.9	0.8	0.0	0.0	14.3	1.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	1308	316	133	41	13	7	1818
Median	$18,423	18,874	19,524	21,000	20,000	19,044	18,629

Number of Missing Observations = 89

Table A-48

Counselor 1987-88 Salary by Highest Degree Earned

1987-88 Salary	Doctorate	Profes-sional	Master's	Bache-lor's	Associate	Certificate beyond HS	High School or Less	All
Under $17,000	36.0	33.3	13.2	28.6	47.6	59.5	54.5	34.3
$17,000 - 18,999	4.0	7.4	11.3	20.8	18.0	19.6	17.9	18.0
$19,000 - 23,999	4.0	22.2	34.1	31.1	24.3	14.3	20.1	27.5
$24,000 - 29,999	12.0	18.5	22.2	14.5	9.2	4.8	6.3	13.3
$30,000 - 34,999	20.0	3.7	10.6	3.6	1.0	1.2	1.3	4.2
$35,000 - 39,999	4.0	7.4	4.2	0.9	0.0	0.6	0.0	1.4
$40,000+	20.0	7.4	4.5	0.5	0.0	0.0	0.0	1.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	25	27	311	864	206	168	224	1825
Median	$25,000	21,000	22,000	19,000	17,000	16,000	16,000	18,629

Number of Missing Observations = 82

Table A-49

Counselor 1987-88 Salary by Years of Financial Aid Experience

1987-88 Salary	0	1	2	3	4 - 5	6 - 7	8 - 10	11 - 15	16+	All
Under $17,000	59.8	56.1	43.9	34.3	26.4	19.6	18.1	8.8	1.5	34.7
$17,000 - 18,999	17.3	20.1	19.7	24.9	18.9	12.9	12.6	5.8	7.6	17.3
$19,000 - 23,999	20.5	19.0	27.9	28.9	32.1	38.7	33.5	24.8	22.7	27.4
$24,000 - 29,999	0.0	3.4	6.3	9.5	17.2	19.6	22.5	36.5	34.8	13.5
$30,000 - 34,999	0.8	0.8	1.1	1.0	3.7	7.4	9.3	15.3	10.6	4.2
$35,000 - 39,999	0.8	0.0	0.4	0.5	1.0	1.8	3.3	2.9	10.6	1.4
$40,000+	0.8	0.5	0.7	1.0	0.7	0.0	0.5	5.8	12.1	1.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	127	378	269	201	296	163	182	137	66	1819
Median	$16,000	16,181	17,500	18,025	19,452	20,697	21,912	24,984	27,950	18,629

Number of Missing Observations = 88

Table A-50

Counselor Gender by Institutional Type and Control

Gender	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
Male	22.1	16.8	25.0	12.5	18.6	14.6	17.8	19.3
Female	77.9	83.2	75.0	87.5	81.4	85.4	82.2	80.7
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	665	440	232	40	59	369	73	1878

Number of Missing Observations = 29

Table A-51

Counselor Highest Degree Earned by Ethnic Membership

Highest Degree	White	Black	His-panic	Asian/ Pacific	Native American	Other	All
Doctorate	1.7	1.0	0.8	0.0	0.0	0.0	1.4
Professional	1.4	1.0	2.3	0.0	0.0	0.0	1.4
Master's	17.0	17.8	8.5	19.0	23.1	71.4	16.8
Bachelor's	44.7	50.8	59.7	54.8	53.8	14.3	47.0
Associate	10.9	11.4	13.2	14.3	15.4	0.0	11.2
Certificate Beyond HS	9.9	7.6	7.8	7.1	7.7	0.0	9.2
High School or Less	14.4	10.5	7.8	4.8	0.0	14.3	13.0
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	1329	315	129	42	13	7	1835

Number of Missing Observations = 72

Table A-52

Counselor Years of Financial Aid Experience by Gender

Years of Experience	Male	Female	All
0	8.2	6.8	7.1
1	19.5	21.1	20.8
2	14.4	14.8	14.8
3	9.3	11.6	11.1
4-5	14.4	16.5	16.1
6-7	9.9	8.9	9.1
8-10	9.1	10.0	9.8
11-15	8.8	7.2	7.5
16+	6.2	3.0	3.6
Column Total	100.0%	100.0%	100.0%
Number	353	1477	1830
Median	3	3	3

Number of Missing Observations = 77

Table A-53

Counselor Years of Financial Aid Experience by Ethnic Membership

Years of Experience	White	Black	His-panic	Asian/ Pacific	Native American	Other	All
0	6.9	7.2	9.2	4.9	16.7	14.3	7.2
1	21.6	15.7	20.0	17.1	8.3	28.6	20.4
2	15.4	12.1	14.6	9.8	8.3	42.9	14.7
3	9.8	15.0	13.1	14.6	16.7	0.0	11.1
4-5	15.7	19.9	11.5	17.1	33.3	0.0	16.2
6-7	8.9	7.8	13.1	12.2	8.3	14.3	9.1
8-10	10.1	10.1	10.8	12.2	0.0	0.0	10.1
11-15	7.5	9.2	5.4	7.3	8.3	0.0	7.6
16+	4.0	2.9	2.3	4.9	0.0	0.0	3.7
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	1312	306	130	41	12	7	1808
Median	3	3.5	3	4	3.5	2	3

Number of Missing Observations = 99

Secretary

Table A-54

Secretary 1987-88 Salary by Institutional Type, Control, and Undergraduate Headcount

1987-88 Salary	4-Year Public 7,000+	4-Year Public <7,000	4-Year Private 1,000+	4-Year Private <1,000	2-Year Public 4,000+	2-Year Public <4,000	2-Year Private	Voc./ Tech.	Proprie-tary	Other	All
Under $13,000	25.7	36.3	45.1	69.9	12.4	51.9	85.7	36.8	51.9	25.8	40.3
$13,000 - 14,999	14.6	19.6	25.2	16.8	33.6	23.3	3.6	28.9	16.7	18.2	21.9
$15,000 - 16,999	26.1	14.9	17.2	4.9	18.2	10.9	7.1	21.1	18.5	28.8	17.5
$17,000 - 19,999	21.3	19.6	11.3	7.7	19.7	8.5	3.6	10.5	13.0	21.2	14.4
$20,000 - 22,999	7.9	6.0	1.2	0.0	11.7	4.7	0.0	2.6	0.0	3.0	4.1
$23,000 - 24,999	3.2	1.2	0.0	0.7	1.5	0.8	0.0	0.0	0.0	1.5	1.0
$25,000+	1.2	2.4	0.0	0.0	2.9	0.0	0.0	0.0	0.0	1.5	0.8
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	253	168	408	143	137	129	28	114	54	66	1500
Median	$15,246	14,000	13,100	11,900	15,000	12,735	11,050	13,626	12,199	15,000	13,890

Number of Missing Observations = 28

Table A-55

Secretary 1987-88 Salary by Undergraduate Headcount

1987-88 Salary	Under 500	500-999	1,000-1,999	2,000-3,999	4,000-6,999	7,000-9,999	10,000-14,999	15,000-19,999	20,000+	All
Under $13,000	47.6	66.7	50.4	39.7	28.0	29.7	29.7	12.0	13.0	40.3
$13,000 - 14,999	18.3	18.0	22.7	23.0	30.5	24.2	17.2	22.0	15.7	21.9
$15,000 - 16,999	15.1	7.7	13.9	19.8	19.5	23.1	20.3	14.0	32.4	17.4
$17,000 - 19,999	16.7	6.6	11.3	12.5	15.0	17.6	20.3	26.0	23.1	14.4
$20,000 - 22,999	0.8	0.5	1.4	3.1	6.0	3.3	10.2	18.0	9.3	4.1
$23,000 - 24,999	0.8	0.5	0.3	0.4	0.5	1.1	1.6	2.0	5.6	1.0
$25,000+	0.8	0.0	0.0	1.6	0.5	1.1	0.8	6.0	0.9	0.8
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	126	183	353	257	200	91	128	50	108	1496
Median	$13,000	11,500	12,900	13,560	14,250	14,700	15,000	17,136	16,000	13,890

Number of Missing Observations = 32

Table A-56

Secretary 1987-88 Salary by FTE Office Staff

1987-88 Salary	1	2	3	4 - 6	7 - 9	10 - 14	15 - 19	20 - 29	30+	All
Under $13,000	50.0	53.2	51.4	42.6	28.8	21.2	35.8	28.0	12.7	40.3
$13,000 - 14,999	50.0	21.0	23.3	24.0	19.4	25.7	14.9	17.1	17.7	21.9
$15,000 - 16,999	0.0	13.6	11.9	16.2	24.1	22.1	25.4	22.0	25.3	17.5
$17,000 - 19,999	0.0	10.2	9.5	13.5	17.1	23.9	10.4	20.7	29.1	14.4
$20,000 - 22,999	0.0	2.0	3.6	1.8	8.8	6.2	6.0	7.3	8.9	4.1
$23,000 - 24,999	0.0	0.0	0.4	0.5	1.2	0.9	3.0	3.7	5.1	1.0
$25,000+	0.0	0.0	0.0	1.4	0.6	0.0	4.5	1.2	1.3	0.8
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	4	295	253	437	170	113	67	82	79	1500
Median	$12,300	12,500	12,840	13,500	15,000	15,000	14,581	15,184	16,392	13,890

Number of Missing Observations = 28

Table A-57

Secretary 1987-88 Salary by Highest Degree Earned

1987-88 Salary	Doctorate	Profes-sional	Master's	Bache-lor's	Associate	Certificate beyond HS	High School or Less	All
Under $13,000	50.0	37.5	25.0	48.7	43.0	36.3	40.8	40.8
$13,000 - 14,999	25.0	12.5	25.0	18.4	24.1	20.2	22.2	21.6
$15,000 - 16,999	25.0	25.0	18.8	16.5	11.9	22.2	16.8	17.2
$17,000 - 19,999	0.0	25.0	31.3	10.1	15.2	15.9	13.9	14.4
$20,000 - 22,999	0.0	0.0	0.0	1.9	4.1	4.6	4.5	4.1
$23,000 - 24,999	0.0	0.0	0.0	1.9	0.7	0.9	1.0	1.0
$25,000+	0.0	0.0	0.0	2.5	1.1	0.0	0.7	0.8
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	4	8	16	158	270	347	667	1470
Median	$ ------	------	14,850	13,000	13,100	14,000	13,776	13,890

Number of Missing Observations = 58

Table A-58

Secretary 1987-88 Salary by Years of Financial Aid Experience

1987-88 Salary	0	1	2	3	4 - 5	6 - 7	8 - 10	11 - 15	16+	All
Under $13,000	60.3	51.4	45.7	42.7	34.6	29.5	19.7	15.4	5.4	40.2
$13,000 - 14,999	21.2	20.5	24.4	21.3	28.0	21.4	22.4	12.8	10.8	22.0
$15,000 - 16,999	12.6	13.5	18.6	18.7	20.1	20.5	20.4	21.8	18.9	17.4
$17,000 - 19,999	4.6	12.7	8.1	14.0	14.5	19.6	21.7	30.8	29.7	14.4
$20,000 - 22,999	1.3	1.4	2.3	3.3	2.3	4.5	8.6	14.1	29.7	4.2
$23,000 - 24,999	0.0	0.5	0.5	0.0	0.5	3.6	3.3	1.3	2.7	1.0
$25,000+	0.0	0.0	0.5	0.0	0.0	0.9	3.9	3.8	2.7	0.8
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	151	370	221	150	214	112	152	78	37	1485
Median	$11,650	12,650	13,000	13,258	14,000	14,800	15,000	16,929	18,000	13,890

Number of Missing Observations = 43

Table A-59

Secretary 1987-88 Salary by Ethnic Membership

1987-88 Salary	White	Black	His-panic	Asian/ Pacific	Native American	Other	All
Under $13,000	42.3	22.9	51.9	20.0	71.4	0.0	40.6
$13,000 - 14,999	22.5	19.4	18.5	0.0	14.3	25.0	21.8
$15,000 - 16,999	16.1	27.8	13.0	30.0	0.0	0.0	17.1
$17,000 - 19,999	13.5	20.8	14.8	40.0	0.0	50.0	14.4
$20,000 - 22,999	3.8	7.6	1.9	10.0	0.0	25.0	4.2
$23,000+	1.9	1.4	0.0	0.0	14.3	0.0	1.8
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	1256	144	54	10	7	4	1475
Median	$13,500	15,218	12,550	------	------	------	13,890

Number of Missing Observations = 53

Table A-60

Secretary Gender by Institutional Type and Control

Gender	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
Male	1.0	1.1	0.4	0.0	0.0	0.0	0.0	0.7
Female	99.0	98.9	99.6	100.0	100.0	100.0	100.0	99.3
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	417	555	267	30	114	54	67	1504

Number of Missing Observations = 24

Table A-61

Secretary Highest Degree Earned by Gender

Highest Degree	Male	Female	All
Doctorate/ Professional	0.0	0.8	0.8
Master's	9.1	1.0	1.1
Bachelor's	18.2	10.7	10.8
Associate	18.2	18.3	18.3
Certificate Beyond HS	27.3	23.7	23.7
High School or Less	27.3	45.5	45.4
Column Total	100.0%	100.0%	100.0%
Number	11	1467	1478

Number of Missing Observations = 50

Table A-62

Secretary Highest Degree Earned by Ethnic Membership

Highest Degree	White	Black	His-panic	Asian/ Pacific	Native American	Other	All
Doctorate	0.2	0.0	0.0	0.0	0.0	0.0	0.1
Professional	0.6	0.0	0.0	0.0	0.0	0.0	0.5
Master's	1.2	0.0	0.0	10.0	0.0	0.0	1.1
Bachelor's	10.6	13.4	8.9	10.0	28.6	25.0	10.9
Associate	18.1	14.8	25.0	30.0	14.3	25.0	18.2
Certificate Beyond HS	22.4	35.2	25.0	30.0	14.3	50.0	23.8
High School or Less	46.9	36.6	41.1	20.0	42.9	0.0	45.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	1251	142	56	10	7	4	1470

Number of Missing Observations = 58

Table A-63

Secretary Years of Financial Aid Experience by Institutional Type and Control

Years of Experience	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
0	7.5	12.6	9.0	16.7	5.2	18.5	11.9	10.3
1	24.5	26.7	17.3	26.7	27.8	40.7	26.9	25.0
2	13.0	16.1	16.2	13.3	16.5	11.1	9.0	14.7
3	10.3	7.2	13.9	16.7	11.3	11.1	9.0	10.0
4-5	12.7	14.8	14.7	13.3	11.3	11.1	28.4	14.4
6-7	7.9	6.7	8.3	3.3	13.0	3.7	3.0	7.5
8-10	13.5	9.0	12.0	3.3	8.7	1.9	7.5	10.3
11-15	6.5	5.1	5.6	3.3	5.2	1.9	3.0	5.3
16	4.1	1.8	3.0	3.3	0.9	0.0	1.5	2.5
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	416	554	266	30	115	54	67	1502
Median	3	2	3	2	3	1	3	2.5

Number of Missing Observations = 26

Table A-64

Secretary Years of Financial Aid Experience by Ethnic Membership

Years of Experience	White	Black	His-panic	Asian/ Pacific	Native American	Other	All
0	10.3	11.3	10.7	11.1	0.0	0.0	10.3
1	24.4	27.7	28.8	44.4	57.1	25.0	25.0
2	14.8	14.2	14.3	11.1	0.0	25.0	14.7
3	10.0	10.6	12.5	0.0	0.0	0.0	10.1
4-5	14.8	7.8	21.4	22.2	14.3	25.0	14.4
6-7	7.9	5.0	3.6	0.0	0.0	0.0	7.4
8-10	10.3	12.8	5.4	11.1	14.3	25.0	10.4
11-15	5.1	7.8	3.6	0.0	0.0	0.0	5.2
16	2.6	2.8	0.0	0.0	14.3	0.0	2.6
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	1264	141	56	9	7	4	1481
Median	3	2	2	------	------	------	2.5

Number of Missing Observations = 47

Clerk

Table A-65

Clerk 1987-88 Salary by Institutional Type, Control, and Undergraduate Headcount

1987-88 Salary	4-Year Public 7,000+	4-Year Public <7,000	4-Year Private 1,000+	4-Year Private <1,000	2-Year Public 4,000+	2-Year Public <4,000	2-Year Private	V.c./ Tech.	Proprie-tary	Other	All
Under $13,000	35.5	38.2	45.9	70.0	26.1	56.5	47.1	50.0	64.9	40.9	38.4
$13,000 - 14,999	27.2	25.7	25.3	10.0	30.0	10.9	17.6	22.5	22.8	13.6	25.8
$15,000 - 16,999	17.0	16.9	19.2	5.0	15.6	17.4	29.4	7.5	8.8	22.7	16.4
$17,000 - 19,999	13.0	11.0	9.6	15.0	17.1	10.9	5.9	12.5	3.5	22.7	12.8
$20,000 - 22,999	6.9	7.4	0.0	0.0	8.6	4.3	0.0	2.5	0.0	0.0	5.6
$23,000 - 24,999	0.4	0.7	0.0	0.0	1.9	0.0	0.0	0.0	0.0	0.0	0.6
$25,000+	0.0	0.0	0.0	0.0	0.8	0.0	0.0	5.0	0.0	0.0	0.3
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	552	136	146	20	257	46	17	40	57	22	1293
Median	$14,000	13,730	13,000	11,100	14,000	12,024	13,000	12,900	12,000	14,000	13,800

Number of Missing Observations = 12

Table A-66

Clerk 1987-88 Salary by FTE Office Staff

1987-88 Salary	1	2	3	4 - 6	7 - 9	10 - 14	15 - 19	20 - 29	30+	All
Under $13,000	0.0	45.5	55.2	43.3	36.4	43.1	42.9	28.9	28.9	38.4
$13,000 - 14,999	100.0	18.2	19.0	27.9	19.3	29.9	24.7	23.3	32.1	25.8
$15,000 - 16,999	0.0	15.9	13.8	13.7	20.9	13.2	11.1	23.3	17.9	16.4
$17,000 - 19,999	0.0	18.2	12.1	10.7	13.4	10.3	12.6	16.7	12.8	12.8
$20,000 - 22,999	0.0	2.3	0.0	3.9	7.0	2.3	7.6	7.2	8.3	5.6
$23,000+	0.0	0.0	0.0	0.4	3.2	1.1	1.0	0.6	0.0	0.9
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	1	44	58	233	187	174	198	180	218	1293
Median $ ------		13,000	12,150	13,225	14,000	13,524	13,636	14,724	14,000	13,800

Number of Missing Observations = 12

Table A-67

Clerk 1987-88 Salary by Job Classification

1987-88 Salary	Professional/ Unclassified	Clerical/ Classified	All
Under $13,000	41.8	38.0	38.4
$13,000 - 14,999	29.1	25.5	25.8
$15,000 - 16,999	14.2	16.7	16.4
$17,000 - 19,999	11.9	12.9	12.8
$20,000 - 22,999	2.2	6.0	5.6
$23,000+	0.7	0.9	0.9
Column Total	100.0%	100.0%	100.0%
Number	134	1159	1293
Median	$13,306	13,860	13,800

Number of Missing Observations = 12

Table A-68

Clerk 1987-88 Salary by Ethnic Membership

1987-88 Salary	White	Black	His-panic	Asian/ Pacific	Native American	Other	All
Under $13,000	38.2	37.3	48.0	17.4	60.0	25.0	38.9
$13,000 - 14,999	25.6	30.3	20.9	17.4	20.0	12.5	25.5
$15,000 - 16,999	16.7	12.9	16.2	26.1	10.0	37.5	16.3
$17,000 - 19,999	13.2	10.9	10.1	21.7	10.0	12.5	12.6
$20,000 - 22,999	5.1	8.0	4.7	17.4	0.0	12.5	5.7
$23,000+	1.4	0.5	0.0	0.0	0.0	0.0	0.9
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	864	201	148	23	10	8	1254
Median	$13,896	13,694	13,000	15,700	------	------	13,800

Number of Missing Observations = 51

Table A-69

Clerk 1987-88 Salary by Highest Degree Earned

1987-88 Salary	Profes-sional	Master's	Bache-lor's	Associate	Certificate beyond HS	High School or Less	All
Under $13,000	14.3	16.7	29.7	46.8	43.8	38.5	39.3
$13,000 - 14,999	28.6	50.0	30.3	19.3	28.9	25.2	25.6
$15,000 - 16,999	28.6	33.3	23.4	16.1	13.9	15.1	16.4
$17,000 - 19,999	28.6	0.0	13.1	11.5	7.5	13.6	12.2
$20,000 - 22,999	0.0	0.0	3.4	4.1	5.5	6.7	5.5
$23,000+	0.0	0.0	0.0	2.3	0.5	1.0	1.0
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	7	6	175	218	201	631	1238
Median	$ ------	------	14,000	13,082	13,000	13,770	13,800

Number of Missing Observations = 67

Table A-70

Clerk 1987-88 Salary by Years of Financial Aid Experience

1987-88 Salary	0	1	2	3	4 - 5	6 - 7	8 - 10	11 - 15	16+	All
Under $13,000	61.2	51.6	45.9	37.0	29.6	20.2	16.9	6.3	0.0	38.2
$13,000 - 14,999	19.8	27.5	28.6	31.5	26.3	25.5	21.5	10.4	6.7	25.6
$15,000 - 16,999	9.5	11.4	16.8	19.4	23.5	22.3	16.9	18.8	13.3	16.6
$17,000 - 19,999	8.6	9.2	7.1	7.3	11.2	18.1	31.5	25.0	40.0	12.8
$20,000 - 22,999	0.9	0.0	1.5	4.8	6.7	13.8	11.5	31.3	40.0	5.8
$23,000+	0.0	0.3	0.0	0.0	2.8	0.0	1.6	8.4	0.0	0.9
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	116	306	196	165	179	94	130	48	15	1249
Median	$11,822	12,774	13,000	13,800	14,100	15,000	16,200	18,067	19,400	13,800

Number of Missing Observations = 56

Table A-71

Clerk Gender by Institutional Type and Control

Gender	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie- tary	Other	All
Male	4.7	7.6	2.0	17.6		10.5	8.7	4.8
Female	95.3	92.4	98.0	82.4	100.0	89.5	91.3	95.2
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	674	158	300	17	41	57	23	1270

Number of Missing Observations = 35

Table A-72

Clerk Highest Degree Earned by Institutional Type and Control

Highest Degree	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
Professional	0.1	0.7	1.0	0.0	0.0	3.6	0.0	0.6
Master's	0.9	0.7	0.0	0.0	0.0	0.0	0.0	0.6
Bachelor's	18.1	15.2	6.9	11.8	12.8	7.1	8.7	14.2
Associate	9.3	15.2	36.4	23.5	15.4	26.8	13.0	17.6
Certificate Beyond HS	13.8	15.2	18.2	17.6	30.8	17.9	39.1	16.2
High School or Less	57.8	53.0	37.5	47.1	41.0	44.6	39.1	50.8
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	668	151	291	17	39	56	23	1245

Number of Missing Observations = 60

Table A-73

Clerk Years of Financial Aid Experience by Institutional Type and Control

Years of Experience	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	Voc./ Tech.	Proprie-tary	Other	All
0	9.5	11.5	7.0	11.8	7.3	15.8	13.0	9.5
1	23.8	27.9	19.7	29.4	22.0	45.6	30.4	24.5
2	15.3	12.7	14.0	23.5	17.1	29.8	21.7	15.6
3	14.4	13.9	13.4	17.6	7.3	3.5	4.3	13.2
4-5	13.3	15.2	19.1	11.8	7.3	1.8	21.7	14.3
6-7	7.6	5.5	8.7	5.9	12.2	1.8	8.7	7.5
8-10	10.7	10.3	11.4	0.0	22.0	1.8	0.0	10.4
11-15	3.7	2.4	6.4	0.0	2.4	0.0	0.0	3.8
16+	1.8	0.6	0.3	0.0	2.4	0.0	0.0	1.2
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	655	165	299	17	41	57	23	1257
Median	3	2	3	2	3	1	2	3

Number of Missing Observations = 48

Table A-74

Clerk Years of Financial Aid Experience by Gender

Years of Experience	Male	Female	All
0	15.3	9.2	9.5
1	32.2	24.2	24.5
2	15.3	15.8	15.8
3	18.6	12.9	13.2
4-5	8.5	14.3	14.0
6-7	3.4	7.8	7.6
8-10	1.7	10.8	10.4
11-15	1.7	4.0	3.9
16+	3.4	1.1	1.2
Column Total	100.0%	100.0%	100.0%
Column	59	1184	1243
Median	2	3	3

Number of Missing Observations = 62

Table A-75

Clerk Years of Financial Aid Experience by Ethnic Membership

Years of Experience	White	Black	His-panic	Asian/ Pacific	Native American	Other	All
0	9.2	10.4	9.7	17.4	11.1	0.0	9.5
1	25.6	19.3	24.8	13.0	33.3	12.5	24.3
2	14.2	20.3	18.6	8.7	22.2	37.5	15.8
3	13.2	12.4	15.2	8.7	11.1	0.0	13.1
4-5	13.3	18.3	11.7	30.4	11.1	25.0	14.3
6-7	7.4	7.9	9.0	8.7	0.0	0.0	7.6
8-10	11.3	7.4	9.0	8.7	11.1	0.0	10.3
11-15	4.2	3.5	2.1	0.0	0.0	25.0	3.9
16+	1.5	0.5	0.0	4.3	0.0	0.0	1.2
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	850	202	145	23	9	8	1237
Median	3	2.5	2	4	2	3	3

Number of Missing Observations = 68

Staffing Patterns

Table A-76

FTE Office Staff by Undergraduate Aid Recipients

FTE Office Staff	Under 500	500-999	1,000-2,499	2,500-4,999	5,000-9,999	10,000-19,999	20,000+	All
0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1	32.6	3.7	0.9	0.0	0.0	0.0	0.0	12.3
2	46.9	34.6	7.0	0.4	0.0	0.0	0.0	26.5
3	13.5	33.6	19.5	2.1	0.9	0.0	0.0	18.0
4-6	6.0	26.1	50.7	30.0	5.5	0.0	0.0	24.1
7-9	0.4	2.0	14.5	30.5	13.6	2.9	0.0	7.9
10-14	0.4	0.0	5.9	23.9	26.4	5.7	0.0	5.3
15-19	0.1	0.0	1.4	7.8	22.7	20.0	0.0	2.5
20-29	0.0	0.0	0.0	4.9	24.5	31.4	33.3	2.2
30+	0.0	0.0	0.2	0.4	6.4	40.0	66.7	1.2
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	821	598	574	243	110	35	9	2390

Number of Missing Observations = 0

Table A-77

FTE Student Assistants by Undergraduate Aid Recipients

FTE Student Assistants	Under 500	500-999	1,000-2,499	2,500-4,999	5,000-9,999	10,000-19,999	20,000+	All
0	59.3	34.3	22.0	19.8	10.0	20.0	22.2	37.1
Less than 1	9.3	13.5	6.8	2.1	0.9	0.0	0.0	8.5
1	21.9	25.6	22.6	12.8	0.0	0.0	11.1	20.7
2	6.0	15.2	23.0	13.6	8.2	2.9	0.0	13.2
3	2.2	5.9	9.9	16.9	10.0	0.0	0.0	6.8
4-6	1.0	4.7	12.0	20.6	30.0	11.4	0.0	8.0
7-9	0.4	0.5	1.7	7.8	10.0	14.3	22.2	2.2
10-14	0.0	0.2	1.4	4.5	19.1	11.4	11.1	1.9
15-19	0.0	0.0	0.2	0.4	4.5	5.7	0.0	0.4
20+	0.0	0.2	0.3	1.6	7.3	34.3	33.3	1.3
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	821	598	574	243	110	35	9	2390

Number of Missing Observations = 0

Table A-78

FTE Graduate Assistants by Undergraduate Aid Recipients

FTE Graduate Assistants	Under 500	500-999	1,000-2,499	2,500-4,999	5,000-9,999	10,000-19,999	20,000+	All
0	99.3	99.7	96.3	90.5	69.1	62.9	55.6	95.7
Less than 1	0.1	0.0	1.2	4.1	4.5	2.9	11.1	1.0
1	0.4	0.3	1.7	3.7	13.6	14.3	22.2	1.9
2	0.2	0.0	0.3	0.8	5.5	8.6	0.0	0.6
3	0.0	0.0	0.0	0.4	0.9	8.6	11.1	0.3
4+	0.0	0.0	0.4	0.4	6.3	2.9	0.0	0.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	821	598	574	243	110	35	9	2390

Number of Missing Observations = 0

Table A-79

FTE Non-Student Temporary/Part-Time/Seasonal Staff by Undergraduate Aid Recipients

FTE Temporary Staff	Under 500	500-999	1,000-2,499	2,500-4,999	5,000-9,999	10,000-19,999	20,000+	All
0	87.1	82.4	75.4	56.8	45.5	42.9	33.3	77.3
Less than 1	2.8	4.3	4.7	7.4	5.5	2.9	0.0	4.2
1	8.5	10.7	12.4	16.9	13.6	11.4	0.0	11.1
2	1.3	2.0	5.6	10.7	9.1	14.3	11.1	4.1
3	0.1	0.3	1.7	3.7	13.6	5.7	11.1	1.7
4-6	0.0	0.0	0.2	4.5	10.0	14.3	22.2	0.3
7+	0.1	0.2	0.0	0.0	2.7	8.6	22.2	0.4
Column Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number	821	598	574	243	110	35	9	2390

Number of Missing Observations = 0

Appendix B
Survey Methodology

As in past studies of financial aid administrators, the 1988 study was designed to collect information on characteristics of heads of financial aid offices and their staffing levels. In addition, the 1988 study collected basic information on all office staff members, including position title, years of financial aid experience, salary, educational attainment, gender, and ethnicity. Two outcomes were expected: an update on salaries and staffing levels, and a representative data base of information on all individuals who work in financial aid offices. The latter outcome provides a basis for further studies of campus financial aid staff.

The survey was mailed in July 1988 to NASFAA institutional members. A follow-up mailing was conducted in September 1988. The resulting response rate was approximately 76 percent.

Coded and edited survey data were entered on a dBase III+ file. Cleaned data were reviewed periodically by members of the NASFAA Research Committee, who also provided recommendations on desired analyses and reporting. Analysis objectives included an update on the 1983 and 1985 survey data on characteristics of heads of financial aid offices, similar data on other office staff members, and broad categorization of office staff positions on the basis of title similarity.

Analysis included only persons assumed to be full-time staff members. Part-time staff members, staff whose duties spanned offices in addition to financial aid, individuals whose reported salaries fell below the federal minimum wage, and individuals who held the same titles as others in the office but whose salaries were significantly less (e.g., approximately 50 percent) were assumed to be part time. Unless appointment fractions were indicated on the survey instrument, all part-time staff were assigned a full-time equivalent (FTE) of .5 for analysis of FTE staff size.

The construction of job title categories was undertaken by sorting individual titles alphabetically and creating a database with one entry per title. Trial sorts of titles into categories were performed until a satisfactory ordering was found. Job titles in the six job categories selected for detailed examination, plus six additional categories, are listed in Appendix D. Because titles in Appendix D are reported for all staff, both full- and part-time, the frequencies and totals exceed those used for the analysis reported in Chapter IV. Titles in the Appendix have been consolidated to a large extent to avoid duplication of similar titles.

Data analysis was conducted with the SPSS/PC+ statistical analysis program. The median was used as the measure of central tendency to avoid the skewing of means caused by outlying values in certain variable ranges. Tests for statistical significance used the chi-square formula at the .05 level.

Differences in male and female Head of Office salaries were calculated through three separate regression equations, one for all the Heads of Office in the sample, one for male Heads of Office, and one for female Heads of Office.

The variables listed below were included in the equation.

lnSALARY	Natural logarithm of the 1987-88 salary
EXPERIEN	Years of aid experience (continuous variable)
OFFICESI	FTE office staff members (continuous variable)
EDUC	1 = Master's, Professional, or Doctoral degree

The natural logarithm of the salary was used as the dependent variable for the equation to simplify interpretation of the results. Salary functions explain the deterministic relationship between various personal and institutional characteristics and salary. The Sum of Squares (SSE) for the equation was used to calculate the F statistic, which measures the significance of the model. In this case, the F statistic indicates whether the salary functions are significantly different, meaning that the variance in salary between male and female Heads of Office is based upon differences in the male and female salary functions, not upon male and female differences in the levels of the three variables. The equation for the calculation of the F statistic is shown below.

$$F = \frac{SSE_R - SSE_M - SSE_F / r}{SSE_M + SSE_F / n - k}$$

Where R = All Heads of Office
M = Male Heads of Office
F = Female Heads of Office
n = Number of Heads of Office
r = Number of restrictions
k = Number of slopes

The F statistic for the Heads of Office salary function is calculated below:

$$F = \frac{140.71592 - 46.87617 - 58.41189 / 4}{46.87617 + 58.41189 / 2278 - 10}$$

$$= \frac{35.42786 / 4}{105.28806 / 2268}$$

$$= \frac{8.856965}{0.0464233}$$

$$= 190.7870$$

An F statistic greater than 3.32 indicates a significant difference in salary functions by gender, given an n of 2278, an r of 4, and a k of 10. The F statistics for this model (190.7870) is much greater than the threshold level. Thus, the variables in the equation affect male Head of Office salary and female Head of Office salary differently. The degree of difference in the effect of the three variables can be measured by comparing the salary function of males only to the salary function of females only. The figure below presents the general equation for the salary function using the variables in the equation.

$$\ln SALARY = \beta_{(CONSTANT)} + [\beta_{(OFFICESD)} \cdot \mu_{(OFFICESD)}] + [\beta_{(EDUC)} \cdot \mu_{(EDUC)}] + [\beta_{(EXPERIEN)} \cdot \mu_{(EXPERIEN)}]$$

Where $\beta_{(CONSTANT)}$ = Intercept
β = Slope of the variable in the equation
μ = Mean value

The equation listed below was used to determine the difference between the male and female salary functions.

$$\Delta \ln SALARY = [\beta_{M(CONSTANT)} - \beta_{F(CONSTANT)}] + [(\beta_{M(OFFICESD)} - \beta_{F(OFFICESD)}) \cdot \mu_{F(OFFICESD)}] +$$

$$[(\beta_{M(EDUC)} - \beta_{F(EDUC)}) \cdot \mu_{F(EDUC)}] + [(\beta_{M(EXPERIEN)} - \beta_{F(EXPERIEN)}) \cdot \mu_{F(EXPERIEN)}]$$

Filling in the values for male and female Heads of Office:

$$\Delta \ln SALARY = [10.00997 - 9.78987] + [(0.01388 - 0.02575) \cdot 4.0069] +$$

$$[(0.17172 - 0.16990) \cdot 0.3734] + [(0.01797 - 0.02194) \cdot 8.2874]$$

$$= [0.2201] + [-0.01187 \cdot 4.0069] + [0.00182 \cdot 0.3734] + [-0.00397 \cdot 8.2874]$$

$$= 0.2201 - 0.0475619 + 0.0006975 - 0.0329009$$

$$= 0.1403347$$

The difference between the equations can be used to calculate the mean female salary as if it were determined according to the male salary function. The female mean, adjusted by the percentage difference between the salary functions, is shown below.

$$\text{Adjusted } \mu_{F(SALARY)} = \mu_{F(SALARY)} + (\mu_{F(SALARY)} \cdot \Delta \ln SALARY)$$

$$= \$26,600 + (\$26,600 \cdot 0.1403347)$$

$$= \$26,600 + \$3,733$$

$$= \$30,333$$

The male and female Head of Office mean salaries and the adjusted female mean salary are listed below.

Male Mean	Female Mean	Gap Between Male and Female Means	Adjusted Female Mean	Gap Between Male Mean and Adjusted Female Mean
$35,156	$26,600	$8,556	$30,333	$4,823

Thus, the difference in salary functions accounts for 43.6 percent [(8,556-4,823)/8,556] of the difference in mean salaries between males and females.

This same procedure was used to test the significance of gender differences between salary functions and to calculate the female mean salaries for Heads of Office by the male salary function at different categories of institutions. The results of those calculations are described in Chapter II.

Appendix C
Survey Instrument

N·A·S·F·A·A

June 1988

Dear Colleague,

NASFAA considers it a high priority to assess the characteristics of financial aid administrators and their institutions periodically, and to report on changes in a profession that continues to evolve. The most recent NASFAA survey of the financial aid profession was conducted in 1983-84. While a major survey is conducted every several years, NASFAA members have indicated an interest in having an annual update of certain key data. Accordingly, the 1987-88 Research Committee has prepared the enclosed survey, which will assess national staffing patterns of financial aid offices -- with emphasis on title and duties, experience in the profession, salary, gender, and ethnic membership.

We realize that this survey may come at an inconvenient time of year for you, but there just doesn't seem to be a "good time" anymore to collect this necessary information. We need a substantial number of responses to make the study meaningful. That's why we have tried to keep the survey as short as possible. You will need to have your personnel records at hand to complete the survey. Please be sure to include vacant positions.

We are particularly aware of the sensitive nature of some of the information you are asked to provide. Therefore the survey design will not link responses with institutional names. The survey asks for your NASFAA school code only so that follow-up letters can be sent to institutions that have not responded. Your responses will be kept in the strictest confidence.

Please return the survey as soon as possible, but no later than August 1, 1988, by stapling it with the return mail postage on the outside.

On behalf of the 1987-88 Research Committee, we thank you in advance for participating in this important study.

Sincerely,

Joseph Sciame
National Chairman

Dallas Martin
President

NATIONAL ASSOCIATION OF STUDENT FINANCIAL AID ADMINISTRATORS
1920 L STREET N.W. SUITE 200 WASHINGTON, D.C. 20036 202-785-0453

National Association of Student Financial Aid Administrators

FINANCIAL AID OFFICE STAFFING AND SALARY SURVEY

Please type or print legibly. You will need the following codes for the staff/salary portion of the survey:

For Highest Degree Earned:

1 Doctorate
2 Professional
3 Master's
4 Bachelor's
5 Associate
6 Certificate beyond High School
7 High School or less

For Ethnic Membership:

1 White
2 Black
3 Hispanic
4 Asian or Pacific Islander
5 American Indian or Alaskan Native
6 Other

INSTITUTIONAL INFORMATION

NASFAA I.D. #: _____

1. How is your institution classified?

___ 0 Public
1 Private/Independent
2 Proprietary

2. What type is your institution?

___ 0 Vocational/Technical
1 Hospital School of Nursing
2 Two-Year, not Voc/Tech
3 Four-Year only
4 Four-Year plus Graduate/Professional
5 Graduate/Professional only
6 Other _____

3. What was the approximate **unduplicated total undergraduate headcount** at your institution during the 1987-88 academic year?

___ 0 Under 500
1 500-999
2 1,000-1,999
3 2,000-3,999
4 4,000-6,999
5 7,000-9,999
6 10,000-14,999
7 15,000-19,999
8 20,000-29,999
9 30,000+

4. What was the number of **undergraduate aid recipients** handled directly by your office during the 1987-88 academic year? Include all recipients, whether or not your office selected them (e.g., recipients of state scholarships, Pell Grants, GSL, etc.)

___ 0 Less than 100
1 100-249
2 250-499
3 500-999
4 1,000-2,499
5 2,500-4,999
6 5,000-9,999
7 10,000-19,999
8 20,000+

5. What was the **total amount** of money awarded to **undergraduate** students and administered by your office during the 1987-88 fiscal year? Include ALL funds received by undergraduates, regardless of whether you, your office, or some other agency selected the recipient.

___ 0 Under $100,000
1 $100,000-249,999
2 $250,000-499,999
3 $500,000-999,999
4 $1,000,000-2,499,999
5 $2,500,000-4,999,999
6 $5,000,000-9,999,999
7 $10,000,000-19,999,999
8 $20,000,000-49,999,999
9 $50,000,000+

I. PROFESSIONAL/UNCLASSIFIED STAFF

Staff Listing (List Title)	Years of Aid Experience	1987-88 Salary (12 Months)	Highest Degree Earned	Gender M/F	Ethnic Membership
Example: Director	*10*	*30000*	*2*	*F*	*1*

SURVEY CONTINUES ON FOLLOWING PAGE

II. CLERICAL/CLASSIFIED STAFF

Staff Listing (List Title)	Years of Aid Experience	1987-88 Salary (12 Months)	Highest Degree Earned	Gender M/F	Ethnic Membership
Example: Director	*10*	*30000*	*2*	*F*	*1*

III. TEMPORARY STAFF

Number of student assistants (FTE) _____ Number of graduate assistants (FTE) _____

Number of non-student seasonal/temporary/part-time staff (FTE) _____

Appendix D
Financial Aid Position Titles

DEAN/VICE PRESIDENT

ASSC DEAN	5
ASSC DEAN OF ADMISSIONS/FINANCIAL AID	2
ASSC DEAN OF FINANCIAL AID	6
ASSC DEAN OF LABOR/FINANCIAL AID	1
ASSC DEAN OF STUDENTS	3
ASST DEAN	7
ASST DEAN OF FINANCE/MINORITY PROGRAMS	1
ASST DEAN OF FINANCIAL AID	6
ASST DEAN OF FINANCIAL AID/ADMISSIONS	2
ASST VICE CHANCELLOR	1
DEAN	2
DEAN OF ADMISSIONS	1
DEAN OF ADMISSIONS/FINANCIAL AID	3
DEAN OF FINANCIAL AID	3
DEAN OF STUDENTS	13
VICE PRESIDENT	1
VICE PRESIDENT FOR ADMINISTRATION	2
VICE PRESIDENT FOR ADMISSIONS/ FINANCIAL AID	1
VICE PRESIDENT FOR BUSINESS AFFAIRS	1
VICE PRESIDENT FOR FINANCIAL AID	1
VICE PRESIDENT FOR STUDENT AFFAIRS	4
TOTAL	66

DIRECTOR

DIR, DEPUTY	2
DIR, FACULTY	1
DIR/FINANCIAL AID OFFICER	2
DIR OF ADMINISTRATION	2
DIR OF ADMISSIONS/FINANCIAL AID	17
DIR OF ADMISSIONS/FINANCIAL AID/ STUDENT LIFE	1
DIR OF ADMISSIONS/FINANCIAL AID/ STUDENT RECORDS	3
DIR OF COLLEGE OPERATIONS	1
DIR OF COLLEGE WORK-STUDY	2
DIR OF EDUCATIONAL SERVICES	1
DIR OF ENROLLMENT MANAGEMENT	1
DIR OF FINANCE/BUSINESS OPERATIONS	1
DIR OF FINANCIAL AID	2036
DIR OF FINANCIAL AID, ACTING	8
DIR OF FINANCIAL AID/ADMINISTRATION	1
DIR OF FINANCIAL AID, CAMPUS/BRANCH	16
DIR OF FINANCIAL AID/CAREER SERVICES	1
DIR OF FINANCIAL AID, CORPORATE	2
DIR OF FINANCIAL AID, DISTRICT	1
DIR OF FINANCIAL AID/EOPS	3
DIR OF FINANCIAL AID/REGISTRAR	7
DIR OF FINANCIAL AID/STUDENT SERVICES	2
DIR OF FINANCIAL AID, UNIVERSITY	3
DIR OF FINANCIAL AID/VETERANS AFFAIRS	2
DIR OF FINANCIAL SERVICES	1
DIR OF GUIDANCE/FINANCIAL AID ADVISOR	1
DIR OF HUMAN RESOURCES	1
DIR OF JOB LOCATION & DEVELOPMENT	2
DIR OF JOB LOCATION & DEVELOPMENT, DISTRICT	1
DIR OF LOANS	1
DIR OF NEW STUDENT SERVICES	1
DIR OF OFFICE MANAGEMENT	1
DIR OF PELL GRANTS	1
DIR OF RESEARCH	1
DIR OF SCHOLARSHIPS	3
DIR OF SCHOOL, EXECUTIVE	
DIR OF SPECIAL PROJECTS, DISTRICT	1
DIR OF STAFF SERVICES	1
DIR OF STUDENT EMPLOYMENT	2
DIR OF STUDENT FINANCIAL PLANNING	3
DIR OF STUDENT FINANCIAL SERVICES	2
DIR OF STUDENT FINANCING	1
DIR OF STUDENT PERSONNEL SERVICES	1
DIR OF STUDENT SERVICES	6
DIR OF STUDENT WORK/FINANCIAL AID OFFICER	1
DIR OF VETERANS AFFAIRS	1
DIR, PROGRAM/FRESHMEN	1
DIR, PROGRAM/GRADUATE STUDENTS	1
DIR, PROGRAM/UNDERGRADUATES	1
DIR/SPECIALIST	1
TOTAL	2,153

ASSOCIATE DIRECTOR

ASSC DIRECTOR, ATHLETIC AID	1
ASSC DIRECTOR, COMPUTER OPERATIONS	1
ASSC DIRECTOR, DATA	1
ASSC DIRECTOR, ELECTRONIC DATA PROCESSING	1
ASSC DIRECTOR EMERITUS	1
ASSC DIRECTOR, EXECUTIVE	1
ASSC DIRECTOR/EXECUTIVE ASSISTANT	1
ASSC DIRECTOR, FINANCIAL AID/STUDENT RECORDS	1
ASSC DIRECTOR, LAW SCHOOL	1
ASSC DIRECTOR, LIBERAL ARTS	1
ASSC DIRECTOR, MEDICAL SCHOOL	1
ASSC DIRECTOR OF FINANCIAL AID	342
ASSC DIRECTOR OF STUDENT FINANCIAL SERVICES	1
ASSC DIRECTOR, OPERATIONS	1
ASSC DIRECTOR, PROGRAMS	1
ASSC DIRECTOR, SATELLITE PROGRAMS	1
ASSC DIRECTOR, SCHOLARSHIPS	1
ASSC DIRECTOR, SENIOR	2
ASSC DIRECTOR, STUDENT EMPLOYMENT	1
ASSC DIRECTOR, UNIVERSITY	2
TOTAL	363

ASSISTANT DIRECTOR

ASST DIRECTOR, ACCOUNTING	1
ASST DIRECTOR, AWARDING	1
ASST DIRECTOR, COLLECTIONS	1
ASST DIRECTOR, COLLEGE WORK-STUDY	2
ASST DIRECTOR, COUNSELING	5
ASST DIRECTOR/COUNSELOR	3
ASST DIRECTOR, FISCAL MANAGEMENT	2
ASST DIRECTOR, GRANTS/LOANS	1
ASST DIRECTOR, GSL	1
ASST DIRECTOR, LOANS	2
ASST DIRECTOR, MEDICAL SCHOOL FINANCIAL AID	1
ASST DIRECTOR, NEED ANALYSIS	1
ASST DIRECTOR OF ADMISSIONS/ FINANCIAL AID	2
ASST DIRECTOR OF FINANCIAL AID	1024
ASST DIRECTOR OF STUDENT FINANCIAL SERVICES	1
ASST DIRECTOR/OFFICE MANAGER	1

ASST DIRECTOR, OPERATIONS	4
ASST DIRECTOR, PELL GRANTS	1
ASST DIRECTOR, RECEIVABLES	1
ASST DIRECTOR, SENIOR	1
ASST DIRECTOR, SPECIAL PROGRAMS	1
ASST DIRECTOR, STUDENT EMPLOYMENT	4
ASST DIRECTOR, SYSTEMS	1
ASST DIRECTOR, TECHNICAL OPERATIONS	1
ASST DIRECTOR, TITLE IV	1
ASST DIRECTOR TRAINEE	1
ASST DIRECTOR, UNIVERSITY	3
ASST DIRECTOR, VETERANS AFFAIRS	1
TOTAL	1,069

ADVISOR/COUNSELOR/OFFICER

ADVISOR	294
ADVISOR, ASSISTANT	1
ADVISOR, COLLEGE WORK-STUDY	2
ADVISOR, DATA CONTROL	1
ADVISOR/DATA PROCESSING ANALYST	1
ADVISOR, FEDERAL PROGRAM	1
ADVISOR, FINANCIAL	4
ADVISOR, FINANCIAL AID/VETERANS	1
ADVISOR, FRESHMAN	1
ADVISOR, GENERAL	2
ADVISOR I	11
ADVISOR II	27
ADVISOR III	24
ADVISOR IV	9
ADVISOR, JUNIOR	1
ADVISOR, OUTREACH	1
ADVISOR, PELL GRANT	2
ADVISOR/PROGRAM ASSISTANT I	1
ADVISOR/PROGRAM ASSISTANT II	2
ADVISOR, SCHOLARSHIP	1
ADVISOR, SENIOR	19
ADVISOR, SENIOR, COLLEGE WORK-STUDY	1
ADVISOR, SENIOR, SEOG	1
ADVISOR, SERVICE GRANTS	1
ADVISOR, SPECIAL PROGRAM	1
ADVISOR/TECHNICIAN	1
ADVISOR, VETERANS AFFAIRS	2
CHAIR, FINANCIAL AID COMMITTEE	3
COUNSELOR	835
COUNSELOR/ADMINISTRATIVE ASSISTANT	1
COUNSELOR/ADMINISTRATOR	1
COUNSELOR, ADMISSIONS/FINANCIAL AID	3
COUNSELOR/ANALYST	1
COUNSELOR, ASST	1
COUNSELOR/BOOKKEEPER	1
COUNSELOR, BRANCH CAMPUS	1
COUNSELOR/CLERK	1
COUNSELOR, COLLEGE WORK-STUDY	2
COUNSELOR/COORDINATOR	1
COUNSELOR COORDINATOR	2
COUNSELOR, FINANCIAL AID ACADEMIC	1
COUNSELOR, FINANCIAL AID/ADMISSIONS	1
COUNSELOR/FINANCIAL AID OFFICER	2
COUNSELOR, FINANCIAL AID/VETERANS AFFAIRS	1
COUNSELOR, GENERAL	3
COUNSELOR, GRADUATE FINANCIAL AID	1
COUNSELOR, GRANTS	2
COUNSELOR, GSL	3
COUNSELOR, HEAD, CONSUMER INFORMATION	1
COUNSELOR I	3
COUNSELOR II	4
COUNSELOR, INTAKE/RECEPTIONIST	1
COUNSELOR, JOB DEVELOPMENT	1
COUNSELOR, JOB LOCATION & DEVELOPMENT	1
COUNSELOR, LOAN	14
COUNSELOR/LOAN COORDINATOR	1
COUNSELOR, LOAN/NEEDS ANALYSIS	1
COUNSELOR/OFFICE ASSISTANT III	5
COUNSELOR, OUTREACH	1
COUNSELOR/RECEPTIONIST	1
COUNSELOR, RECORDS/DOCUMENTS	1
COUNSELOR, SCHOLARSHIPS	2
COUNSELOR/SECRETARY	1
COUNSELOR, SENIOR	12
COUNSELOR, SPECIAL PROGRAMS	3
COUNSELOR, STUDENT EMPLOYMENT	1
COUNSELOR, STUDENT SERVICES	2
COUNSELOR/SUPERVISOR	3
COUNSELOR, SUPPLEMENTAL LOANS	1
COUNSELOR/TECHNICIAN	3
COUNSELOR/TECHNICIAN I	1
COUNSELOR/TECHNICIAN II	1
COUNSELOR/TECHNICIAN III	1
COUNSELOR, VERIFICATION	2
COUNSELOR, VETERANS AFFAIRS	2
OFFICER	492
OFFICER, ACCOUNTING	1
OFFICER, ADMINISTRATIVE	1
OFFICER, ADMISSIONS	2
OFFICER, ASSISTANT	9
OFFICER, BRANCH	2
OFFICER, BUSINESS	1
OFFICER, CAMPUS	2
OFFICER, CAMPUS-BASED PROGRAM	1
OFFICER, CERTIFICATION	1
OFFICER, COLLECTIONS	2
OFFICER/COUNSELOR	1
OFFICER, DISTRICT	1
OFFICER, EXECUTIVE	1
OFFICER, FINANCIAL	3
OFFICER, FINANCIAL AFFAIRS	1
OFFICER, FINANCIAL AID ACCOUNTS	1
OFFICER, FINANCIAL AID/ADMISSIONS	1
OFFICER, FISCAL	9
OFFICER, GRANT	1
OFFICER, GSL/COLLEGE WORK-STUDY	1
OFFICER, GUARANTEED STUDENT LOAN	3
OFFICER I	32
OFFICER I, ADMIN/DIRECTOR OF VETERANS AFFAIRS	1
OFFICER I, STUDENT DEVELOPMENT	1
OFFICER I, STUDENT SERVICES	3
OFFICER II	38
OFFICER II, STUDENT DEVELOPMENT	1
OFFICER II, STUDENT SERVICES	2
OFFICER III	6
OFFICER III, STUDENT DEVELOPMENT	1
OFFICER, INFORMATION	1
OFFICER IV	2
OFFICER, LOAN	23
OFFICER, LOAN (NDSL/PERKINS)	1
OFFICER, LOAN (NDSL)	1
OFFICER, LOAN, ASSISTANT	1
OFFICER, LOAN COLLECTIONS	2
OFFICER, NEW STUDENT	1
OFFICER, PELL GRANT	1
OFFICER, PERKINS LOAN	2
OFFICER, PROGRAM	10
OFFICER/PROGRAM COORDINATOR	1
OFFICER, RECORDS MANAGEMENT	2
OFFICER/REGISTRAR	4

OFFICER, RETURNING STUDENT	1
OFFICER, SCHOLARSHIP	1
OFFICER, SCHOLARSHIP DISBURSEMENT	1
OFFICER/SECRETARY	1
OFFICER, SENIOR	17
OFFICER, STUDENT EMPLOYMENT	3
OFFICER, STUDENT FINANCE	1
OFFICER/STUDENT FINANCING LIAISON	1
OFFICER, VERIFICATION	3
TOTAL	2,053

COORDINATOR

COORD, ACADEMIC SERVICES	1
COORD, ADMINISTRATIVE	1
COORD/ADMINISTRATOR	1
COORD, ADMISSIONS/FINANCIAL AID	4
COORD/ADVISOR	1
COORD, APPLICATION	4
COORD, ASSISTANT	16
COORD/ASSISTANT COUNSELOR/JTPA	1
COORD, ASSISTANT, DATA PROCESSING	1
COORD, ASSISTANT, JOB DEVELOPMENT	1
COORD, ASSISTANT, RECORDS	1
COORD, AWARDS	1
COORD B, CUSTOMER	1
COORD, BLACK STUDENT RECRUITMENT	1
COORD, BUSINESS OFFICE	1
COORD, CAMPUS-BASED	3
COORD, CAMPUS PROGRAM	1
COORD, COLLEGE	1
COORD, COLLEGE WORK-STUDY/ VETERANS AFFAIRS	1
COORD, COLLEGE WORK-STUDY	38
COORD, COLLEGE WORK-STUDY/JOB LOCATION & DEVELOPMENT	3
COORD, COMMUNITY COLLEGE	1
COORD, COMMUNITY COLLEGE SYSTEM	1
COORD, COMPLIANCE/COUNSELOR	1
COORD, COMPUTER SYSTEMS	1
COORD, COUNSELING	2
COORD/COUNSELOR I, VETERANS AFFAIRS	1
COORD/COUNSELOR, LOAN	1
COORD/COUNSELOR, SCHOLARSHIP	1
COORD, DATA	6
COORD, DATA ENTRY	1
COORD, DATA MANAGEMENT	1
COORD, DATA PROCESSING	8
COORD, DATA PROCESSING/ FISCAL OFFICE	1
COORD, DATA SYSTEMS	3
COORD, DISTRICT	2
COORD, EMERGENCY LOAN	1
COORD, EVENING STUDENT SERVICE	1
COORD, FAMILY FINANCING	1
COORD, FEDERAL GRANT	1
COORD, FILE ROOM	1
COORD, FILE SYSTEMS	1
COORD, FINANCIAL AID	174
COORD, FINANCIAL AID /VETERANS AFFAIRS	4
COORD, FISCAL	2
COORD, FISCAL MANAGEMENT	1
COORD, FRONT OFFICE	1
COORD, GRADUATE	1
COORD, GRANT	2
COORD, GSL	19
COORD, GSL/COLLEGE WORK-STUDY	1
COORD, GSL/PLUS/SLS/HEAL	1
COORD, GSL/STUDENT EMPLOYMENT	1
COORD/GUIDANCE COUNSELOR	1
COORD I, RECORDS	4
COORD I, STUDENT AFFAIRS	1
COORD II, PROGRAM	1
COORD II, STUDENT AFFAIRS	1
COORD, INFORMATION	1
COORD, INFORMATION SYSTEMS	1
COORD, INPUT	1
COORD, JOB LOCATION & DEVELOPMENT	7
COORD, LOAN	34
COORD, LOAN APPLICATIONS	1
COORD, LOAN CONVERSION	1
COORD, LOAN/COUNSELOR	1
COORD, LOAN/GSL	1
COORD, LOAN/PERKINS	1
COORD, LOAN/SECRETARY	2
COORD, LOAN/SHORT TERM	1
COORD, LOAN/VETERANS AFFAIRS	1
COORD, MAIL	1
COORD, OFFICE	7
COORD, OFFICE/DATA ENTRY	1
COORD, OFFICE/RECORDS	1
COORD, OPERATIONS	1
COORD/OPERATIONS ANALYST	1
COORD, PARENT LOAN	1
COORD, PELL GRANT	6
COORD, PELL GRANT/COLLEGE WORK-STUDY	2
COORD, PELL GRANT ELECTRONIC DATA	1
COORD, PELL GRANT/SEOG/SSIG	1
COORD, PERKINS/COLLEGE WORK-STUDY	1
COORD, PERKINS/GSL	1
COORD, PERKINS/NDSL	7
COORD, PLACEMENT/COLLEGE WORK-STUDY	1
COORD, PROCESSING	1
COORD, PROGRAM	16
COORD, PROGRAM/ADVISOR	1
COORD, PROGRAM, SENIOR	1
COORD, PUBLIC CONTACT	1
COORD, QUALITY CONTROL	1
COORD, RECORDS	9
COORD, RECORDS/RECEPTION	1
COORD, RECORDS/REPORTS/ACCOUNTING	1
COORD, RECRUITMENT/FINANCIAL AID	1
COORD, RESIDENCY/FINANCIAL AID	1
COORD, SCHOLARSHIPS	15
COORD, SCHOLARSHIPS/GRANTS	1
COORD, SCHOLARSHIPS/OFFICE MANAGER	1
COORD, SCHOLARSHIPS/PERKINS	1
COORD, SENIOR	3
COORD, SPECIAL PROJECTS	1
COORD, STATE GRANT	1
COORD, STUDENT AFFAIRS	7
COORD, STUDENT EMPLOYMENT	25
COORD, STUDENT RECORDS	1
COORD, STUDENT SERVICES	5
COORD, STUDENT SERVICES/ FINANCIAL AID	1
COORD, SYSTEMS	4
COORD, SYSTEMS/ADVISOR	1
COORD, TECHNICAL	1
COORD, TECHNICAL SUPPORT	1
COORD, UNDERGRADUATE PROGRAM	1
COORD, VERIFICATION	1
COORD, VETERANS AFFAIRS	8
COORD, WORK PROGRAMS	1
TOTAL	535

MANAGER/SUPERVISOR

MANAGER	11
MANAGER A, PROGRAM	2
MANAGER, ASSISTANT	1
MANAGER, ASSOCIATE	1
MANAGER, BUSINESS	7
MANAGER, BUSINESS, STUDENT EMPLOYMENT	1
MANAGER, COLLEGE WORK-STUDY	2
MANAGER, COMPUTER SERVICES	1
MANAGER, CORPORATE	1
MANAGER, DATA	1
MANAGER, FILE ROOM	1
MANAGER, FINANCIAL	1
MANAGER, FINANCIAL AID SERVICES	1
MANAGER, FISCAL	2
MANAGER, FUND	1
MANAGER I, OFFICE	3
MANAGER, INFORMATION SERVICE	1
MANAGER, JOB LOCATION & DEVELOPMENT	1
MANAGER, OFFICE	73
MANAGER, OFFICE/ADMINISTRATIVE SECRETARY	1
MANAGER, OFFICE/ANALYST	1
MANAGER, OFFICE, ASSISTANT	2
MANAGER, OFFICE AUTOMATION	1
MANAGER, OFFICE/FINANCIAL AID OFFICER	3
MANAGER, OFFICE/SECRETARY	2
MANAGER, OPERATIONS	2
MANAGER, PROCESSING	1
MANAGER, PROGRAM	9
MANAGER, PROJECTS	1
MANAGER, RECORDS	2
MANAGER, STUDENT EMPLOYMENT	1
MANAGER, SYSTEMS	2
MANAGER, VETERANS OFFICE	1
SUPERVISOR	37
SUPERVISOR, ACCOUNT CLERK	1
SUPERVISOR, ACCOUNTS	2
SUPERVISOR, ASSISTANT	2
SUPERVISOR, CLERICAL	4
SUPERVISOR/CLERK	1
SUPERVISOR, COUNTER	1
SUPERVISOR, DATA ENTRY	4
SUPERVISOR, DATA TEAM	1
SUPERVISOR, EVALUATION	1
SUPERVISOR, FILE/APPLICATION UNIT	1
SUPERVISOR, FILE OPENING	1
SUPERVISOR, FILE ROOM	2
SUPERVISOR, GSL	1
SUPERVISOR I, OFFICE	2
SUPERVISOR III, SENIOR CLERICAL	1
SUPERVISOR, INFORMATION	1
SUPERVISOR, LOAN COLLECTION	1
SUPERVISOR, OFFICE	21
SUPERVISOR, OFFICE, PELL GRANT	1
SUPERVISOR, OFFICE SERVICES	2
SUPERVISOR, PELL GRANT	1
SUPERVISOR, PERKINS	1
SUPERVISOR, PROCESSING	2
SUPERVISOR, PROCESSING/AWARDING	7
SUPERVISOR, PROGRAM	1
SUPERVISOR, PROGRAMMING ANALYST	1
SUPERVISOR, PUBLIC CONTACT	1
SUPERVISOR, RECORDS	1
SUPERVISOR, SENIOR CLERICAL	3
SUPERVISOR, SPECIAL PROCESSING/ LOANS	1
SUPERVISOR, STUDENT EMPLOYMENT	2
SUPERVISOR, STUDENT LOAN OFFICE	1
SUPERVISOR, WORDPROCESSING SYSTEMS	1
TOTAL	252

CLERICAL/CLERK

CLERICAL ASST	36
CLERICAL ASST A	1
CLERICAL ASST B	1
CLERICAL ASST II	6
CLERICAL ASST III	4
CLERICAL ASST IV	5
CLERICAL SPECIALIST	49
CLERICAL SPECIALIST, EMPLOYMENT	1
CLERICAL SPECIALIST, I-9	1
CLERICAL SPECIALIST II	7
CLERICAL SPECIALIST III	1
CLERICAL SPECIALIST, INCARCERATED STUDENTS	1
CLERICAL SPECIALIST IV	1
CLERICAL SPECIALIST, SCHOLARSHIPS	1
CLERICAL TECHNICIAN	1
CLERK	378
CLERK A	13
CLERK A/SENIOR TYPIST	7
CLERK, ACCOUNT	40
CLERK, ACCOUNT/CWS	1
CLERK, ACCOUNT/GSL	2
CLERK, ACCOUNT, INTERMEDIATE	1
CLERK, ACCOUNT/NDSL	1
CLERK, ACCOUNT/OIG	1
CLERK, ACCOUNT/PELL	1
CLERK, ACCOUNT, PRINCIPAL	1
CLERK, ACCOUNT/SCHOLARSHIPS	1
CLERK, ACCOUNT, SENIOR	8
CLERK, ACCOUNTS CONTROL	1
CLERK, ADMINISTRATIVE	53
CLERK, ADMINISTRATIVE/COLLEGE WORK-STUDY	1
CLERK, ADMINISTRATIVE/GSL	1
CLERK, ADMINISTRATIVE, SENIOR	18
CLERK, ADVISING	5
CLERK, APPLICATION	3
CLERK, APPLICATION CONTROL	2
CLERK/ASST, GSL	1
CLERK/ASST OFFICER	1
CLERK, AUTOMATED RECORDS	1
CLERK, AWARDS	2
CLERK B	6
CLERK B, ADMINISTRATIVE	1
CLERK, BENEFITS	3
CLERK, BILLING	2
CLERK/BOOKKEEPER	1
CLERK, CALCULATIONS	1
CLERK, CHIEF	3
CLERK, COLLEGE WORK-STUDY	2
CLERK, COLLEGE WORK-STUDY/PELL GRANTS	1
CLERK, COMPLIANCE	1
CLERK, COMPUTER	3
CLERK, COMPUTER INPUT	1
CLERK, COUNTER	1
CLERK, DATA	6
CLERK, DATA CONTROL	4
CLERK, DATA ENTRY	32
CLERK, DATA INPUT	1
CLERK, DATA PROCESSING	5
CLERK, DATA SYSTEMS	1
CLERK, DATA TEAM	3
CLERK, DEFAULT	1
CLERK, DISBURSEMENT	1

CLERK, EMPLOYMENT	5
CLERK, FILE	16
CLERK, FILE/APPLICATION	1
CLERK, FILE OPENING	1
CLERK, FINANCE	4
CLERK, FINANCIAL	2
CLERK/FINANCIAL AID OFFICER	2
CLERK, FISCAL	4
CLERK, FRONT OFFICE	1
CLERK, GENERAL LOAN	2
CLERK, GSL	10
CLERK/GSL PROCESSOR	1
CLERK, HEAD	5
CLERK I	10
CLERK I, ACCOUNT	8
CLERK I, ADMINISTRATIVE	1
CLERK I, CHIEF	1
CLERK I, DATA	1
CLERK I, DATA ENTRY	1
CLERK I, NDSL	1
CLERK II	74
CLERK II, ACADEMIC SERVICES	8
CLERK II, ACCOUNT	22
CLERK II/ACCOUNTANT	1
CLERK II/ASST SUPERVISOR	1
CLERK II, COLLECTIONS	1
CLERK II, DATA	1
CLERK II, DATA ENTRY	1
CLERK II, OFFICE	2
CLERK III	46
CLERK III, ACADEMIC SERVICES	3
CLERK III, ACCOUNTING	3
CLERK III, ADMISSIONS	1
CLERK III, DATA BASE	5
CLERK III, DATA ENTRY	1
CLERK III, FINANCIAL	1
CLERK III, NDSL	1
CLERK III, PRINCIPAL/DATA ENTRY	1
CLERK III, PRINCIPAL/NDSL	1
CLERK III/PROCESSOR	3
CLERK III, RECORDS	7
CLERK III, STOCK	1
CLERK, INPUT	2
CLERK, INTAKE	2
CLERK, INTERMEDIATE	2
CLERK IV	14
CLERK IV, ACCOUNT	2
CLERK IV, ADMINISTRATIVE/DATA ENTRY	1
CLERK IV/LOAN PROCESSOR	1
CLERK IV, PAYROLL	1
CLERK IV, RECORDS	2
CLERK, JOB LOCATION & DEVELOPMENT	1
CLERK, JUNIOR	1
CLERK, LOAN	18
CLERK, LOAN ACCOUNT	1
CLERK, LOAN COLLECTIONS	1
CLERK, LOAN/COLLEGE WORK-STUDY	1
CLERK, LOAN, SENIOR	1
CLERK, MAIL	1
CLERK, NDSL	2
CLERK, NEED ANALYSIS	1
CLERK, OPERATIONS	1
CLERK, PAYMENT	3
CLERK, PAYROLL	5
CLERK, PAYROLL/PELL GRANT ASSISTANT	1
CLERK, PELL GRANT	10
CLERK, PELL GRANT/ELIGIBILITY ANALYST	1
CLERK, PERKINS LOAN	1
CLERK, PLACEMENT	1
CLERK, PRINCIPAL	18
CLERK, PROCESSING	9
CLERK, PRODUCTION CONTROL	1
CLERK, PROGRAM	3
CLERK, RECEIPT	1
CLERK, RECEPTION/FINANCIAL AID TRANSCRIPT	1
CLERK, RECORDS	19
CLERK, RECORDS, CHIEF	1
CLERK, RECORDS MANAGEMENT	1
CLERK, RECORDS/REPORTING	1
CLERK, SCHOLARSHIP	7
CLERK, SCHOLARSHIP DISBURSEMENT	1
CLERK, SENIOR	76
CLERK, SENIOR/GSL	1
CLERK, SENIOR/OFFICE SUPERVISOR	1
CLERK, SPECIAL	1
CLERK SPECIALIST	1
CLERK SPECIALIST, PROCESSING/LOANS	1
CLERK, STAFFORD	1
CLERK, STATE GRANTS	1
CLERK, STATE LOANS	1
CLERK STENOGRAPHER	1
CLERK STENOGRAPHER II	1
CLERK STENOGRAPHER, SENIOR	3
CLERK, STUDENT EMPLOYMENT	4
CLERK, TECHNICAL	3
CLERK, TUITION ASSISTANCE PROGRAM	1
CLERK, TYPING, CHIEF	1
CLERK TYPIST	71
CLERK TYPIST A	1
CLERK TYPIST, ACCOUNT	3
CLERK TYPIST B	1
CLERK TYPIST I	3
CLERK TYPIST II	34
CLERK TYPIST III	10
CLERK TYPIST, INTERMEDIATE	2
CLERK TYPIST IV	1
CLERK TYPIST, PRINCIPAL	1
CLERK TYPIST, SENIOR	23
CLERK TYPIST SPECIALIST	3
CLERK V	10
CLERK, VERIFICATION	4
CLERK, VERIFICATION, SENIOR	1
CLERK, VETERANS AFFAIRS	3
CLERK VI	1
CLERK, WORD PROCESSING	2
CLERK, WORK PROGRAM	1
TECHNICIAN/CLERK II	2
TOTAL	1,418

SECRETARY

ADMINISTRATIVE AIDE/SECRETARY	1
ADMINISTRATIVE ASSISTANT/SECRETARY	1
ASSISTANT/SECRETARY/PARAPROFESSIONAL	1
CLERK III/SECRETARY TO DIRECTOR	1
SECRETARY	1355
SECRETARY A	1
SECRETARY, ADMINISTRATIVE	41
SECRETARY, ADMISSIONS/FINANCIAL AID	2
SECRETARY/ASSISTANT	16
SECRETARY, ASSISTANT	1
SECRETARY/ASSISTANT TO DIRECTOR	1
SECRETARY B	10
SECRETARY/BOOKKEEPER	5
SECRETARY, BRANCH	1
SECRETARY/CLERK	14
SECRETARY, COLLECTIONS/PERKINS LOAN	1
SECRETARY, COLLEGE WORK-STUDY	3
SECRETARY/COLLEGE WORK-STUDY COORDINATOR	3

SECRETARY, COMPUTER	1
SECRETARY/COMPUTER OPERATOR	1
SECRETARY/COUNSELOR	6
SECRETARY/DATA ASSISTANT	1
SECRETARY/DATA CONTROL CLERK	1
SECRETARY, DATA ENTRY	4
SECRETARY, DEPARTMENT	8
SECRETARY, EMPLOYMENT	1
SECRETARY, EXECUTIVE	10
SECRETARY, FINANCIAL AFFAIRS	1
SECRETARY, FINANCIAL AID/COUNSELING	1
SECRETARY, FINANCIAL AID VETERANS AFFAIRS	1
SECRETARY, GSL	1
SECRETARY/GSL OFFICER	1
SECRETARY I	22
SECRETARY I, ADMINISTRATIVE	1
SECRETARY II	33
SECRETARY II, ADMINISTRATIVE	1
SECRETARY II, DEPARTMENT	1
SECRETARY II, DIRECTOR'S OFFICE	1
SECRETARY II, SCHOLARSHIPS	1
SECRETARY III	25
SECRETARY III, ACADEMIC SERVICES	2
SECRETARY IV	7
SECRETARY, JOB LOCATION & DEVELOPMENT	2
SECRETARY, JUNIOR	1
SECRETARY, LOAN	2
SECRETARY/LOAN PROCESSOR	1
SECRETARY, MEDICAL SCHOOL FINANCIAL AID OFFICE	1
SECRETARY/OFFICE ASSISTANT	1
SECRETARY/OFFICE COORDINATOR	1
SECRETARY/OFFICE MANAGER	1
SECRETARY, PELL GRANT	1
SECRETARY/PELL GRANT PROCESSOR	1
SECRETARY, PRINCIPAL	2
SECRETARY, PROGRAM	1
SECRETARY/PROGRAM ASSISTANT	1
SECRETARY/RECORDS COORDINATOR	1
SECRETARY, SCHOLARSHIPS	4
SECRETARY, SENIOR	32
SECRETARY, SENIOR ADMINISTRATIVE	3
SECRETARY/SPECIALIST	3
SECRETARY, STAFF	4
SECRETARY, STATISTICAL	1
SECRETARY/STENOGRAPHER	2
SECRETARY, STUDENT AFFAIRS	1
SECRETARY, STUDENT EMPLOYMENT	1
SECRETARY/STUDENT EMPLOYMENT COORDINATOR	1
SECRETARY/STUDENT PAYROLL SPECIALIST	2
SECRETARY, STUDENT RECORDS	1
SECRETARY, SUPPORT	2
SECRETARY TO ASSISTANT DIRECTOR	1
SECRETARY TO ASSOCIATE DEAN	1
SECRETARY TO ASSOCIATE DIRECTOR	1
SECRETARY TO DIRECTOR	9
SECRETARY/TYPIST	4
SECRETARY V	1
SECRETARY, VETERANS AFFAIRS	1
SECRETARY/WORDPROCESSOR	3
TOTAL	1,685

RECEPTIONIST

RECEPTION CLERK	4
RECEPTION CLERK, SENIOR	2
RECEPTIONIST	139
RECEPTIONIST/CLERK	4
RECEPTIONIST/CLERK II	2
RECEPTIONIST/CLERK IV	1
RECEPTIONIST/CLERK, SENIOR	1
RECEPTIONIST/CLERK/TYPIST	1
RECEPTIONIST/COORDINATOR	1
RECEPTIONIST/DATA ENTRY	1
RECEPTIONIST/ELIGIBILITY ANALYST	1
RECEPTIONIST/PROGRAM SPECIALIST	1
RECEPTIONIST I	1
RECEPTIONIST II	1
RECEPTIONIST/INTERVIEWER	5
RECEPTIONIST/OFFICE ASSISTANT	2
RECEPTIONIST/OFFICE ASSISTANT III	1
RECEPTIONIST/PROCESSOR	1
RECEPTIONIST/RECORDS CLERK	1
RECEPTIONIST, SENIOR	1
RECEPTIONIST, STUDENT EMPLOYMENT	1
RECEPTIONIST, TELEPHONE	2
RECEPTIONIST/TYPIST	1
RECEPTIONIST/UNITS CLERK	1
SECRETARY/RECEPTIONIST	34
SECRETARY/RECEPTIONIST/DATA ENTRY	1
TOTAL	211

OTHER PROFESSIONAL/UNCLASSIFIED

ACCOUNTANT	15
ACCOUNTANT, CHIEF	1
ACCOUNTANT, FISCAL	2
ACCOUNTANT II	1
ACCOUNTANT III	2
ACCOUNTANT, SENIOR	3
ADMINISTRATIVE ANALYST, SENIOR	1
ADMINISTRATOR	71
ADMINISTRATOR, ASSISTANT	2
ADMINISTRATOR, EMPLOYMENT	1
ADMINISTRATOR, FEDERAL PROGRAM	1
ADMINISTRATOR, FIELD	5
ADMINISTRATOR, GSL	1
ADMINISTRATOR I	9
ADMINISTRATOR II	2
ADMINISTRATOR III	3
ADMINISTRATOR, LOAN	2
ADMINISTRATOR, OFFICE	1
ADMINISTRATOR/OFFICER	1
ADMINISTRATOR, PELL GRANT	1
ADMINISTRATOR, PROGRAM	2
ADMINISTRATOR, RECORDS	1
ADMINISTRATOR/REGISTRAR	1
ADMINISTRATOR, SCHOLARSHIP	1
ADMINISTRATOR, SENIOR	1
ADMINISTRATOR, SOFTWARE SUPPORT	1
ADMINISTRATOR, SYSTEMS PROJECT	2
AIDE	1
AIDE, ADMINISTRATIVE	3
ANALYST	21
ANALYST, CERTIFICATION	2
ANALYST, DATA	7
ANALYST I, SYSTEMS	1
ANALYST, INFORMATION	2
ANALYST, LEAD SYSTEM	1
ANALYST, MANAGEMENT	1
ANALYST, MANAGEMENT METHODS	1
ANALYST, NEEDS	1
ANALYST, POLICY	1
ANALYST, PROCEDURES	1
ANALYST, PROGRAM	1
ANALYST, QUALITY ASSURANCE	1
ANALYST, RESEARCH	1

ANALYST, SYSTEMS	6
ANALYST, SYSTEMS, ASSOCIATE	1
ANALYST, USER	1
ASSOCIATE	23
ASSOCIATE, ADMINISTRATIVE	3
ASSOCIATE II, RESEARCH	1
ASSOCIATE, PROGRAM	3
ASSOCIATE, SENIOR	2
ASSOCIATE, STAFF	11
ASSOCIATE, STAFF, SENIOR	1
ASST	175
ASST, ADMINISTRATIVE	59
ASST, ADMINISTRATIVE/GSL	1
ASST, ADMINISTRATIVE/PELL GRANTS	1
ASST, ADMINISTRATIVE/SCHOLARSHIPS	1
ASST/BOOKKEEPER	1
ASST, COLLEGE WORK-STUDY	2
ASST, COLLEGE WORK-STUDY PLACEMENT	1
ASST, DEFAULT MANAGEMENT	1
ASST, EMPLOYMENT	2
ASST, ENROLLMENT/STUDENT SERVICES	2
ASST, EXECUTIVE	1
ASST/FUND ASSIGNMENTS	1
ASST, GSL	1
ASST I	3
ASST I, ADMINISTRATIVE	1
ASST I, MANAGEMENT	4
ASST I, PROGRAM	3
ASST I, STUDENT SERVICES	2
ASST II	6
ASST II, ADMINISTRATIVE	1
ASST II, OFFICE	1
ASST II, PROGRAM	2
ASST II, STUDENT SERVICES	2
ASST III	3
ASST III, OFFICE	2
ASST, LOAN	3
ASST, MANAGEMENT	1
ASST, OFFICE	15
ASST, OFFICE SERVICES	1
ASST, OPERATIONS	1
ASST, PROGRAM	6
ASST, RECORDS	1
ASST, RECORDS/DOCUMENTATION/CERTIFICATION	1
ASST, SCHOLARSHIP	2
ASST, SENIOR	13
ASST, STAFF	24
ASST, STUDENT EMPLOYMENT	2
ASST, STUDENT SERVICES	1
ASST, SYSTEMS	1
ASST, TECHNICAL	16
ASST TO ASSOCIATE DEAN FOR STUDENT AFFAIRS	1
ASST TO DIRECTOR	75
ASST TO FINANCIAL AID OFFICER	2
ASST, VETERANS AFFAIRS	1
ASST/WORK PROGRAM	1
BOOKKEEPER	1
BUSINESS MANAGER, ASST	1
COLLECTOR	3
COMPTROLLER	3
CONSULTANT	4
CONSUMER INFORMATION COUNSELOR, ASST	1
DATA PROCESSOR, SENIOR	1
DEVELOPMENT SPECIALIST I, STUDENT	3
EDITOR	1
EVALUATOR	24
EVALUATOR/TECHNICIAN	1
EXPEDITER/GSL	1
FUNDER	1
GENERALIST, STUDENT AFFAIRS	1
INSTRUCTOR	6
INTERN, BUDGET	1
INTERVIEWER, PLACEMENT	1
JOB DEVELOPER	3
JOB LOCATOR AND DEVELOPER	2
LIAISON, COMPUTER	1
OFFICIAL	3
OFFICIAL, CERTIFICATION	1
OPERATOR, DATA ENTRY	7
OPERATOR, DATA ENTRY/FILES	2
OPERATOR II, DATA ENTRY	1
OPERATOR, LOAN	1
OPERATOR, TERMINAL	1
OPERATOR, TERMINAL, LEAD	1
PARAPROFESSIONAL	3
PLANNER	3
PLANNER, FINANCIAL	1
PLANNER II, PROCEDURES/SYSTEMS	1
PLANNER, SCHOLARSHIP/FINANCIAL	1
PROCESSOR	8
PROCESSOR, AWARDS	1
PROGRAMMER	5
PROGRAMMER/ANALYST	3
PROGRAMMER/ANALYST I	2
PROGRAMMER/ANALYST II	3
PROGRAMMER/ANALYST III	1
PROGRAMMER/ANALYST, SENIOR	1
PROGRAMMER I	2
PROGRAMMER II	1
PROGRAMMER III	1
RECRUITER	1
REPRESENTATIVE	5
SPECIALIST	118
SPECIALIST, COLLEGE WORK-STUDY	1
SPECIALIST, COMPUTER SYSTEMS	1
SPECIALIST, CONTROL	1
SPECIALIST, DATA	1
SPECIALIST, DATA PROCESSING	1
SPECIALIST, DATA PROCESSING QUALITY CONTROL	1
SPECIALIST, DEFAULT, GSL	1
SPECIALIST, DEFAULT PREVENTION	1
SPECIALIST, EMPLOYMENT	1
SPECIALIST, ENROLLMENT/STUDENT SERVICES	6
SPECIALIST, FEDERAL	1
SPECIALIST, FISCAL	1
SPECIALIST, GSL	1
SPECIALIST I	9
SPECIALIST I, ACCOUNTING	1
SPECIALIST II	11
SPECIALIST II, PROGRAM	2
SPECIALIST III	4
SPECIALIST III, COMPUTER APPLICATIONS	1
SPECIALIST, INFORMATION	6
SPECIALIST IV	4
SPECIALIST, LOAN PROCESSING	1
SPECIALIST, NDSL	2
SPECIALIST, PELL GRANT	2
SPECIALIST, PROGRAM	2
SPECIALIST, PUBLIC INFORMATION	1
SPECIALIST, STAFF SERVICES	1
SPECIALIST, STATE PROGRAMS	1
SPECIALIST, STUDENT EMPLOYMENT	1
SPECIALIST, STUDENT RECORDS	2
SPECIALIST, STUDENT SERVICES	5
SPECIALIST, SYSTEMS	1
SPECIALIST, TRAINING/AUDIT	2
SPECIALIST, USER	2
STENOGRAPHER	2
SYSTEMS ANALYST, ASSISTANT	1
SYSTEMS ANALYST, SENIOR	1
TECHNICIAN	68
TECHNICIAN, ACCOUNTING	1

TECHNICIAN, ACCOUNTS CONTROL	1
TECHNICIAN, CAMPUS-BASED	3
TECHNICIAN, COLLEGE WORK-STUDY	1
TECHNICIAN, FISCAL	2
TECHNICIAN, GSL	1
TECHNICIAN I	4
TECHNICIAN II	4
TECHNICIAN II, ACCOUNT	1
TECHNICIAN, PELL GRANT	2
TRAINEE	1
TRAINER	1
TYPIST	4
TOTAL	1,094

OTHER SUPPORT/CLASSIFIED

ACCOUNTANT	6
ACCOUNTANT, ASSOCIATE	1
ACCOUNTANT I	4
ACCOUNTANT II	1
ACCOUNTANT IV	1
ACCOUNTANT, SERIES	1
ADMINISTRATOR, INSTITUTIONAL LOAN	1
ADMINISTRATOR, LOAN	2
ADMINISTRATOR, OFFICE	1
ADMINISTRATOR, RECORDS	1
ADMINISTRATOR, SENIOR	1
AGENT, FINANCIAL	1
AIDE, ADMINISTRATIVE	8
AIDE, ADMINISTRATIVE, TO DIRECTOR	1
AIDE, EOPS OUTREACH	1
AIDE, PERSONNEL	3
AIDE, STATISTICAL	1
AIDE, TECHNICAL SUPPORT	2
ANALYST	6
ANALYST, DATA	5
ANALYST, ELIGIBILITY	1
ANALYST I	1
ANALYST II	4
ANALYST, INFORMATION SYSTEMS	1
ANALYST, MANAGEMENT	2
ANALYST, SYSTEMS	2
ASSOCIATE, ADMINISTRATIVE, SENIOR	1
ASSOCIATE, OFFICE	1
ASSOCIATE, OFFICE, SENIOR	1
ASST	162
ASST, ACCOUNTING	2
ASST, ADMINISTRATIVE	105
ASST, ADMINISTRATIVE/COUNSELING	1
ASST, ADMINISTRATIVE/GSL	1
ASST, ADMINISTRATIVE/JOB LOCATION & DEVELOPMENT	1
ASST, ADMINISTRATIVE/LOANS	1
ASST, ADMINISTRATIVE/MEDICAL SCHOOL	1
ASST, ADMINISTRATIVE, SENIOR	1
ASST, ADMINISTRATIVE, TO DIRECTOR	1
ASST, ADMINISTRATIVE, TO OFFICE MANAGER	1
ASST, COLLECTIONS	1
ASST, COLLECTIONS/NDSL	1
ASST, COLLEGE WORK-STUDY	4
ASST, COLLEGE WORK-STUDY PLACEMENT	1
ASST, COLLEGE WORK-STUDY/ PLACEMENT INTERVIEWER	1
ASST, COMPUTER	2
ASST, COMPUTER ENTRY	2
ASST, CONSUMER INFORMATION	1
ASST, CONTROL, RECORDS	1
ASST, COUNTER	1
ASST, DATA PROCESSING	2
ASST, DEPARTMENT	4
ASST, DIVISION	2
ASST, DOCUMENT CONTROL	2
ASST, EMPLOYMENT	1
ASST, FINANCIAL AID/VETERANS AFFAIRS	1
ASST, FISCAL	6
ASST, FRONT OFFICE	1
ASST, GSL SUPPORT	2
ASST I	6
ASST I, ACCOUNTING	1
ASST I, ADMINISTRATIVE	13
ASST I, MANAGEMENT	1
ASST I, OFFICE	38
ASST I, PROGRAM	17
ASST I, PROGRAM/INTAKE SPECIALIST	1
ASST I, STAFF	1
ASST I, STUDENT SERVICES	4
ASST II	8
ASST II, ACCOUNTING	1
ASST II, ADMINISTRATIVE	19
ASST II, FISCAL	3
ASST II, MANAGEMENT	1
ASST II, OFFICE	19
ASST II, OFFICE/ACCOUNTING	1
ASST II, PROGRAM	25
ASST II, STAFF	2
ASST II, STUDENT SERVICES	3
ASST III	2
ASST III, ADMINISTRATIVE	9
ASST III, ADMINISTRATIVE/SUPERVISOR	4
ASST III, DATA PROCESSING	1
ASST III, MANAGEMENT	1
ASST III, OFFICE	19
ASST III, OFFICE/LOANS	1
ASST III, OFFICE/PROCESSING	1
ASST III, OFFICE/VERIFICATION	1
ASST III, PROGRAM	4
ASST IV, OFFICE/ACCOUNTING	1
ASST, LOAN	4
ASST, LOAN COLLECTIONS	1
ASST, LOAN, SHORT TERM	2
ASST, OFFICE	35
ASST, OFFICE/GRANT TECHNICIAN	1
ASST, OFFICE/GSL	1
ASST, OFFICE, SENIOR	17
ASST, OFFICE SERVICES	11
ASST, OFFICE/STUDENT EMPLOYMENT	1
ASST, PELL	1
ASST, PLACEMENT	1
ASST, PROCESSING	10
ASST, PROCESSING/AWARDING	13
ASST, PROGRAM	37
ASST, PROGRAM/LOANS	1
ASST, PROGRAM/PERKINS	1
ASST, PROGRAM/VERIFICATION	1
ASST, PUBLIC CONTACT	5
ASST, RECORDS	3
ASST, SCHOLARSHIP	1
ASST, SENIOR	3
ASST, STAFF	38
ASST, STUDENT DEVELOPMENT	3
ASST, STUDENT SERVICES	9
ASST, STUDENT SERVICES/ENROLLMENT	1
ASST, TECHNICAL	11
ASST TO ASSOCIATE DIRECTOR	1
ASST TO DATA MANAGEMENT COORD	1
ASST TO DIRECTOR	20
ASST V, STAFF	1
BOOKKEEPER	10
BOOKKEEPER, ASSISTANT	1
BOOKKEEPER II	1

BOOKKEEPER, SCHOLARSHIPS	1
CASHIER, LOAN/SCHOLARSHIP	1
CONTROLLER, DATA	1
DATA ENTRY OPERATOR, PRINCIPAL	1
DEVELOPER, JOB	1
EDITOR	1
EVALUATOR	5
EVALUATOR, COLLEGE CONTINUING EDUCATION	1
EVALUATOR/ENCODER	3
EVALUATOR, SENIOR	3
EXAMINER	1
GENERALIST	3
HEAD, PAYROLL	1
INTERVIEWER	4
INTERVIEWER, AWARD	4
KEYPUNCHER	2
LIBRARIAN	1
OPERATOR A, DATA ENTRY	1
OPERATOR B, DATA ENTRY	1
OPERATOR, COMPUTER	3
OPERATOR, CONTROL DATA	1
OPERATOR, DATA ENTRY	55
OPERATOR, DATA ENTRY, SENIOR	4
OPERATOR, DATA INPUT	4
OPERATOR, ENTRY, DATA PROCESSING	1
OPERATOR I, DATA ENTRY	4
OPERATOR I, KEYBOARD	1
OPERATOR II, DATA ENTRY	8
OPERATOR III, DATA ENTRY	4
OPERATOR III, KEYBOARD/BATCH DATA ENTRY	1
OPERATOR III, TELEPHONE	1
OPERATOR, KEY PUNCH	1
OPERATOR, PERSONAL COMPUTER	1
OPERATOR, SWITCHBOARD	2
OPERATOR, TELEPHONE	1
OPERATOR, TERMINAL	4
OPERATOR, WORDPROCESSING SYSTEMS	2
OPERATOR, WORDPROCESSOR	6
PARAPROFESSIONAL	3
PLANNER I, SYSTEMS	2
PROCESSOR	12
PROCESSOR, APPLICATION	9
PROCESSOR, ASSISTANT/SUPERVISOR	1
PROCESSOR, AWARD/DATA PROCESSING	1
PROCESSOR, DATA	1
PROCESSOR, FEDERAL LOAN	1
PROCESSOR, FILE	1
PROCESSOR, FORMS	1
PROCESSOR, GRADUATION/TERMINATION	1
PROCESSOR, GSL	1
PROCESSOR, GSL/SECRETARY	1
PROCESSOR I	1
PROCESSOR II	1
PROCESSOR III	1
PROCESSOR, LOAN	16
PROCESSOR, SCHOLARSHIP/BOOKKEEPER	1
PROCESSOR, VERIFICATION	1
PROCESSOR, VETERANS AFFAIRS	1
PROGRAMMER, COMPUTER	3
RECORDER, FISCAL	1
REPRESENTATIVE	8
REPRESENTATIVE, ACCOUNT	6
REPRESENTATIVE, SERVICE	2
REPRESENTATIVE, VETERANS AFFAIRS	1
SPECIALIST	61
SPECIALIST A, STUDENT SERVICES	5
SPECIALIST, ACCOUNTING	4
SPECIALIST, ACCOUNTING/PROGRAM ASSISTANT II	1
SPECIALIST, ACCOUNTING, SENIOR	2
SPECIALIST, ADMINISTRATIVE	4
SPECIALIST, AGENCY	1
SPECIALIST, AWARDS	1
SPECIALIST B, STUDENT SERVICES	6
SPECIALIST C, INFORMATION	1
SPECIALIST, DATA	2
SPECIALIST, DATA COLLECTION	2
SPECIALIST, DATA ENTRY	1
SPECIALIST, DATA PROCESSING CONTROL	1
SPECIALIST, FILE	1
SPECIALIST, FINANCIAL PLANNING	1
SPECIALIST I	2
SPECIALIST I, OFFICE SERVICES	1
SPECIALIST I, RECORDS	1
SPECIALIST II	2
SPECIALIST II, OFFICE SERVICES	1
SPECIALIST II, RECORDS	1
SPECIALIST II, STAFF	1
SPECIALIST II, STUDENT DEVELOPMENT	3
SPECIALIST III, PROGRAM	3
SPECIALIST III, STAFF	2
SPECIALIST, INFORMATION	8
SPECIALIST, INFORMATION CENTER	1
SPECIALIST, JOB DEVELOPMENT	2
SPECIALIST, KEYBOARD	4
SPECIALIST, LOAN	6
SPECIALIST, OFFICE	4
SPECIALIST, OFFICE/LOANS	1
SPECIALIST, OFFICE, SENIOR	1
SPECIALIST, OFFICE SERVICES	8
SPECIALIST, OFFICE SERVICES, COLLEGE WORK-STUDY	1
SPECIALIST, PAYMENT	1
SPECIALIST, PELL GRANT	2
SPECIALIST, PERSONNEL	1
SPECIALIST, PROCESSING	3
SPECIALIST, PROCESSING/AUTHOR	1
SPECIALIST, PROGRAM	1
SPECIALIST, PROJECT	2
SPECIALIST, PUBLICATIONS PRODUCTION	1
SPECIALIST, QUALITY CONTROL/SYSTEMS	1
SPECIALIST/RECEPTIONIST	1
SPECIALIST, RECORDS	11
SPECIALIST, SCHOLARSHIP	1
SPECIALIST, SENIOR	1
SPECIALIST, STUDENT DEVELOPMENT	1
SPECIALIST, STUDENT EMPLOYMENT	1
SPECIALIST, STUDENT INFORMATION	3
SPECIALIST, STUDENT SERVICES	2
SPECIALIST, STUDENT SERVICES/ENROLLMENT	1
SPECIALIST, TECHNICAL RECORDS	2
SPECIALIST, VERIFICATION	2
SPECIALIST, VETERANS AFFAIRS	5
SPECIALIST, WORDPROCESSING	1
SPECIALIST, WORDPROCESSING, SENIOR	1
STENOGRAPHER	4
STENOGRAPHER, SENIOR	4
TECHNICIAN	80
TECHNICIAN, ACCOUNTING	4
TECHNICIAN, ADMINISTRATIVE	1
TECHNICIAN, DATA CONTROL	1
TECHNICIAN, DATA ENTRY	1
TECHNICIAN, ELECTRONIC DATA PROCESSING	1
TECHNICIAN, EMPLOYMENT	1
TECHNICIAN, FEDERAL PROGRAMS	1
TECHNICIAN, FISCAL	4
TECHNICIAN, FISCAL/LOANS	1
TECHNICIAN, FISCAL, SENIOR	2
TECHNICIAN, GRANT	1
TECHNICIAN, GSL	1
TECHNICIAN I	13
TECHNICIAN I, ACCOUNTING	2
TECHNICIAN I, FINANCIAL	1

TECHNICIAN II	15
TECHNICIAN III	4
TECHNICIAN III, DATA	1
TECHNICIAN III, FISCAL	1
TECHNICIAN, INTAKE	2
TECHNICIAN IV	1
TECHNICIAN IV, GSL	1
TECHNICIAN, LOAN COLLECTIONS	1
TECHNICIAN, LOANS/GRANTS	1
TECHNICIAN, MANAGEMENT	1
TECHNICIAN, PRODUCTION CONTROL	1
TECHNICIAN, PROGRAM	1
TECHNICIAN, PROGRAM SUPPORT	8
TECHNICIAN, RECORDS	1
TECHNICIAN, RECORDS, SENIOR	1
TECHNICIAN, SENIOR	1
TECHNICIAN, STUDENT AID/DATA INPUT	1
TECHNICIAN, STUDENT EMPLOYMENT	1
TECHNICIAN V	1
TRACKER	4
TRANSLATOR	1
TYPIST	8
TYPIST B	1
TYPIST I	2
TYPIST II	3
TYPIST, SENIOR	2
WORDPROCESSING OPERATOR, SENIOR	2
WORDPROCESSOR	2
WORDPROCESSOR IV	1
WORKER, LEAD	1
WRITER, ASSISTANT	1
TOTAL	1,436